



# Multiple School Modernization

City of Norfolk & Norfolk Public Schools  
Development, Design and Construction PPEA  
November 26, 2013

## VOLUME 1

Original



**WALLER  
TODD &  
SADLER**  
ARCHITECTS



THE LIVAS GROUP ARCHITECTS, P.C.



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KAUFMAN &  
CANOLES  
attorneys at law

RAYMOND JAMES®





City of Norfolk, Virginia

**REQUEST FOR PROPOSALS ("RFP")**

Date: September 29, 2013

**RFP SUBJECT: Conceptual Phase PPEA Proposals for Design and Construction of Elementary and Intermediate Schools**

**SEALED PROPOSALS TO BE SUBMITTED ONLY TO:**

Department of Public Works / City of Norfolk  
City Hall Building, 7<sup>th</sup> Floor  
810 Union Street  
Norfolk, Virginia 23510 / Phone (757) 664-4602

**FEE FOR SUBMITTAL:**

\$5,000 – Please make checks payable to Norfolk City Treasurer

**PROPOSAL DUE DATE AND TIME:**

**by no later than Tuesday, November 26, 2013 at 3:00 p.m.**  
Proposals are to be presented for time and date validation **ONLY to the City of Norfolk Department of Public Works.**

All inquiries and questions should be made in writing and forwarded to John M. Keifer, Director of Public Works, via e-mail to [toni.fralich@norfolk.gov](mailto:toni.fralich@norfolk.gov) with a copy to [sid.kitterman@norfolk.gov](mailto:sid.kitterman@norfolk.gov) no later than **seven (7) business days prior to the RFP due date.**

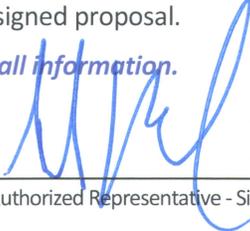
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**THIS PAGE MUST BE COMPLETED, SIGNED AND RETURNED WITH PROPOSAL**

In compliance with this Request For Proposals and to all the conditions imposed herein, the undersigned offers and agrees to furnish the services in accordance with the attached signed proposal.

*Please type or legibly print all information.*

LEGAL NAME & ADDRESS OF FIRM:

S.B. Ballard Construction Company \_\_\_\_\_ By:  \_\_\_\_\_  
Company's Legal Name Authorized Representative - Signature in Ink

Address 2828 Shippo Corner Road Name: Stephen B. Ballard  
Title: President

Virginia Beach, Virginia Zip: 23453 Date: 11.26.2013

Phone: 757.440.5555 Email: sballard@sballard.com

FAX: 757.451.2873 VA SCC Business Registration # 03905353  
See Section 8.5 "Proof of Authority To Transact Business In VA"

**This RFP contains appropriately marked proprietary and/or confidential information.  No  Yes**

The City of Norfolk and its Public Schools are committed to the letter and spirit of the Americans with Disabilities Act. To request a reasonable accommodation for any type of disability or that this document be made available in an alternate format, call 757-664-4602.

The City of Norfolk and its Public Schools do not discriminate against faith-based organizations in accordance with the Code of Virginia, § 2.2-4343.1 or against any Proposer or Proposer because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.



**S.B. BALLARD**  
**CONSTRUCTION**  
**COMPANY**

November 26, 2013

John M. Keifer  
Director of Public Works  
Department of Public Works / City of Norfolk  
City Hall Building, Suite 700  
810 Union Street  
Norfolk, Virginia 23510

Re: Request for Proposals for the Schools PPEA

Dear Mr. Keifer:

S.B. Ballard Construction Company, in association with RRMM Architects, Waller, Todd & Sadler Architects and Livas Group Architects is pleased to present this proposal to The City of Norfolk for the development, design and construction of new public elementary and intermediate schools. We have prepared this submission in accordance with your Request for Proposals dated September 29, 2013 and applicable addenda. We enclose the required (1) original proposal, (11) copies, and (1) CD-ROM for each volume for your review and distribution under cover of this letter. We also enclose the stipulated Fee for Submittal in the form of a \$5,000.00 check made payable to the Norfolk City Treasurer.

We are very excited at the prospect of being able to design and build these much needed new replacement facilities for the City and for Norfolk Public Schools. We welcome the opportunity to participate as your Develop/Design/Build partner and work with you to fulfill your goals to enhance the educational facilities of Norfolk. If given an MOU on December 20, 2013, we will be able to complete all five schools by June 2017.

Please note that we have separated our proposal into two volumes. **We consider Volume Two in its entirety to be confidential and request that it be excluded from public inspection and release in accordance with City Code Section 33.1 Article IX, Guidelines for Proposals Under Virginia's Public-Private Education Facilities Infrastructure Act, as well as per the Virginia Freedom of Information Act.**

We intend for the labeled 'Volume Two Proprietary/Confidential' submissions to be part of our overall proposal, but we believe these materials may be excluded from public inspection per the cited provisions.

Accordingly we ask that the City of Norfolk agree to accept these materials in confidence, exclude them from public inspection and release, and take appropriate action to protect them from disclosure.

Protection of these materials is necessary because they constitute at least one of the following: (i) trade secrets of the proposer as defined in the Uniform Trade Secrets Act, (ii) financial records of the proposer that are not generally available to the public through regulatory disclosure or otherwise, and (iii) records related to the proposal that, if made public prior to the execution of an interim agreement or a comprehensive agreement, would adversely affect the financial interests and/or the bargaining position of the S.B. Ballard Construction Company team or the City of Norfolk.

[www.sballard.com](http://www.sballard.com)

2828 Shippo Corner Rd. • Virginia Beach, Virginia 23453 • (757) 440-5555 Fax (757) 451-2873



**S.B. BALLARD**  
**CONSTRUCTION**  
**COMPANY**

Per the requirements of the above referenced Request for Proposals we have separated applicable sections of our response to address the stipulated four new schools Core Project and the five (5) separate Alternatives to the Core Project.

**As a product of the Norfolk Public Schools**, I am keenly aware of the outstanding legacy of our public school system. I am confident this proposal will advance the physical components of our schools in a manner that will enable the future leaders of Norfolk - our students - to realize their fullest and best potential.

We look forward to the next step in this process and are ready to devote all necessary resources required to immediately partner with the City of Norfolk and Norfolk Public Schools on this exciting and transformational new building program. I and all other members of our team will be available to address your questions and comments, or to assist in any additional ways possible that you may require.

Please feel free to contact me directly at:

Office: 757.440.5555

Cell: 757.647.5555

Cordially yours,

Stephen B. Ballard  
CEO/President

[www.sballard.com](http://www.sballard.com)

2828 Shipp's Corner Rd. • Virginia Beach, Virginia 23453 • (757) 440-5555 Fax (757) 451-2873

# WISE COUNTY SCHOOLS

*"A Touch of Class"*

November 25, 2013

John M. Keifer  
Director of Public Works  
Department of Public Works / City of Norfolk  
City Hall Building, Suite 700  
810 Union Street  
Norfolk, Virginia 23510

Re: Completion of two high schools – on schedule and budget.

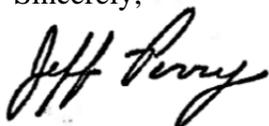
To Whom It May Concern,

On behalf of Wise County Public Schools (WCPS), it is my pleasure to inform you, we are very pleased with S.B. Ballard Construction Company. Since my previous letter, we have negotiated a lump sum all-in price which benefited WCPS and SBBCC. This gave the school system a guaranteed delivery date, eliminated all contingencies and put all risk on SBBCC. Mr. Ballard and his team have far exceeded all WCPS expectations and standards. Union High School is substantially complete and students will start utilizing this facility in January 2014. After this date, SBBCC will demolish the existing school which will finalize the project.

Furniture, fixtures, equipment (FF&E) and technology were identified at the start of this project and we were originally scheduled to purchase all of these items. However, it was determined that it was in our best interest to award the FF&E package to SBBCC. This saved WCPS approximately \$900,000 and significantly helped to expedite the installation process. SBBCC coordinated this entire package and it is now installed at Union High School. I have been involved in the construction of a number of schools and this has been the most satisfying and trouble-free construction process that I have experienced.

Central High School will also be completed in January 2014 and it is currently on schedule and within budget. We are extremely pleased with both schools. We have conducted a number of tours for our faculty, school board, board of supervisors, administration, and community members. All have commented our ability to remain within budget and to complete the project on time. Mr. Ballard and his team have been very accommodating and flexible throughout this entire project. They have consistently gone out of their way to take care of our needs and they always made us feel as if we were their most important client. Please contact me at 276-328-8017 if you have any questions or concerns about SBBCC or the PPEA process.

Sincerely,



Dr. Jeff Perry  
Superintendent, Wise County Public Schools



City of Norfolk, Virginia

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Date: September 29, 2013

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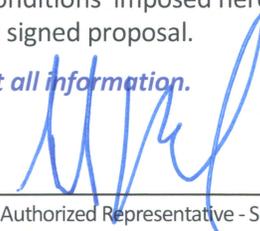
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*Please type or legibly print all information.*

LEGAL NAME & ADDRESS OF FIRM:

S.B. Ballard Construction Company \_\_\_\_\_ By:  \_\_\_\_\_  
Company's Legal Name Authorized Representative - Signature in Ink

Address 2828 Shippo Corner Road Name: Stephen B. Ballard  
Title: President

Virginia Beach, Virginia Zip: 23453 Date: 11.26.2013

Phone: 757.440.5555 Email: sballard@sballard.com

FAX: 757.451.2873 VA SCC Business Registration # 03905353  
See Section 8.5 "Proof of Authority To Transact Business In VA"

**This RFP contains appropriately marked proprietary and/or confidential information.  No  Yes**

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The City of Norfolk and its Public Schools do not discriminate against faith-based organizations in accordance with the Code of Virginia, § 2.2-4343.1 or against any Proposer or Proposer because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.



**S.B. BALLARD**  
CONSTRUCTION  
COMPANY

November 26, 2013

Reference: Request for Proposals for the Schools PPEA  
Article 10.1.8. – Debarment Certification

***Provide for each firm, major contractor, or major subcontractor that will perform construction and/or design services, a sworn certification by an authorized representative of the firm, major contractor or subcontractor attesting to the fact that it is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.***

By my signature below, I do hereby certify, swear and/or affirm that S.B. Ballard Construction Company is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.

  
\_\_\_\_\_  
Stephen B. Ballard  
President/CEO

11/26/13  
Date

  
\_\_\_\_\_  
Witnessed By:

11/26/13  
Date



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## Executive Summary

### Concept & Rationale

At S.B. Ballard Construction Company (SBCC), we understand that one of the primary responsibilities of local governing authorities is to ensure that every child within their school district is provided the best educational opportunities possible. We know the three most critical factors in providing quality education are hiring qualified administrators and teachers, an actively involved parent and neighborhood support system, and providing students with an environment that is conducive to learning. We stand to help the City of Norfolk and Norfolk Public Schools provide the highest quality educational opportunity to its current and future through the modernization of its school facilities.



We recognize the City of Norfolk is seeking the most cost-effective method of delivering modern, efficient, and highly-effective new primary schools to meet this need through a Request for Proposals in accordance with Virginia Public-Private Education Facilities Infrastructure Act as adopted and updated per City Code Section 33.1, Article IX. In response to the request, a team led by S.B. Ballard Construction Company has developed this Develop/Design/Build proposal in compliance with the Request for Proposals dated September 29, 2013 and subsequent addenda.

S.B. Ballard Construction Company (SBCC) in cooperation with their design/development associates RRMM Architects (RRMM), Waller, Todd & Sadler Architects (WTS), Livas Group Architects (Livas), Kimley-Horn and Associates, Inc. (Kimley-Horn), Thompson Consulting Engineers (Thompson) and Speight Marshall and Francis (SMF) has undertaken an in-depth review and analysis of the City's RFP, as well as all other available information and believes that we have developed a response that will provide the citizens and students of the City of Norfolk with multiple new school facilities that will expeditiously and economically move them towards their stated goals. We feel that this challenging and complex initiative by the City of Norfolk will result in having one of the best school systems in the state, a 'world-class school system' with first-rate modern facilities that are second to none.



Based on our team's collective experience with similar projects, we believe that the individual new facilities referenced in our proposal are ideal candidates for delivery under a PPEA agreement. Establishing a cooperative working relationship with City of Norfolk governing authorities, Norfolk Public Schools, and the concerned citizens and students of the City, the SBCC-led team will commit to deliver the new schools faster

and at a lower cost than if the same facilities were procured using the traditional design-bid-build method of procurement. At the same time SBCC will maintain the highest levels of construction



## Executive Summary



quality, energy efficiency and provide the most recent and up-to-date information technology capabilities. Importantly, our proposal in response to the City’s Request for Proposals is fully consistent with the NPS Capital Improvement Plan.

We have drawn on the information available through the Virginia Department of Support Services data base of space standards for elementary and intermediate schools, as well as our design partner’s extensive experience and levels of expertise in this specialized field to develop the Educational Space Summaries which are included in this proposal. To achieve the maximum level of cost efficiencies we have assumed a number of prototypical applications throughout these schools that will allow for the lowest achievable cost while maintaining the highest levels of quality, longevity and energy-efficiency that is consistent with the City’s financial resources.

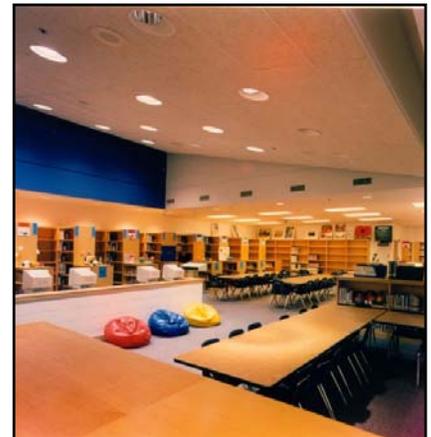
While the design has prototypical elements and each of the Core Project school types will receive the same general space allocations, amenities and high-quality level of systems and applications, **the design process we will pursue in cooperation with the City and the individual neighborhoods will allow for each school to have its own uniquely different look.** By utilizing various exterior façade and interior finish materials for each facility, the individual personalities of the administrations, teachers, student bodies and neighborhood citizens can be incorporated into their own new personalized school.

### Team:



**S.B. BALLARD**  
CONSTRUCTION  
COMPANY

**S.B. Ballard Construction Company** is one of the largest and most respected general contracting firms headquartered in the Commonwealth of Virginia. The firm has an extensive and well-defined level of experience and proven expertise in the successful completion of numerous educational facilities, in both the public and private sectors, covering every conceivable aspect of this highly-specialized and extremely challenging segment of the industry. **Their unmatched record of achievement in always completing these projects on schedule and within budget has resulted in the fact that, at any given point in time, a majority of their work is for educational system clients and an average of 90% of their ongoing work volume is for repeat customers.** SBCC is the Managing Partner of the proposed team.



**RRMM Architects** is commonly recognized as one of the pre-eminent design firms in the region and is regularly acknowledged by the industry and their peers for their exceptional work in the design of educational facilities, having won many state and national awards for their work in this specialized field. **RRMM Architects has designed over 200 public schools in the Commonwealth.** Drawing on their strong management staff they will provide the overall coordination and leadership requirements of the entire design team, including optimizing the participation of additional local design and specialized engineering firms.



## Executive Summary



**Waller, Todd & Sadler Architects** has designed K-12 projects for over 56 years and has been recognized by their clients for excellence in design and services through both awards and repeat business. **Waller, Todd & Sadler Architects have worked on over 200 school projects in the Commonwealth and almost every public school system in Hampton Roads.** Their designers will assist in devising building occupancy plans, prepare as-built drawings; provide operation and maintenance documentation and conduct one-year warranty inspections and related follow-up work.



THE LIVAS GROUP ARCHITECTS, P.C.

**Livas Group Architects** is the oldest minority architectural firm in the Commonwealth of Virginia and is a leading Norfolk-based architectural and design firm with extremely strong experience and exceptional expertise in design-related challenges on complex projects in the region. **Livas has been highly successful in assisting colleges/universities and municipalities in planning, design, construction administration and post-construction services over the past thirty years.** Their unique combination of local knowledge and extensive problem-solving capabilities, combined with their strong, local professional staff, make them the ideal team partner to assure that the complex design requirements for these new schools is undertaken and completed with the highest degree of professionalism.



Kimley-Horn and Associates, Inc.

**Kimley-Horn and Associates, Inc.** is a national full service engineering and planning firm with two local offices in the Hampton Roads area, in Virginia Beach and Chesapeake. Services include due diligence, entitlements, site engineering, planning, transportation and traffic engineering, parking, landscape architecture, and offsite infrastructure design. **Kimley-Horn has completed over 200 projects in the City including multiple K-12 school projects.**



THOMPSON Consulting Engineers  
Mechanical and Electrical Engineering

The firm of **Thompson Consulting Engineers**, in its 58th year of continuous operation, practices consulting engineering in the fields of mechanical and electrical engineering. **During the past 10 years, the firm has designed over 400 projects for local school systems.** This includes new school buildings and numerous additions, remodeling projects, indoor air quality projects, HVAC replacements, and electrical system upgrades.



**Speight, Marshall & Francis, P.C.** was established in 1995 and performs structural services for projects around the nation on types of facilities including, but not limited to: education, industrial, manufacturing & distribution, offices/corporate, housing (multi-family and single-family), healthcare, recreation, retail and mixed-use, parking, cultural/arts, waterfront/marine structures, warehouse/storage, religious, and historic preservation. **Speight, Marshall & Francis has completed hundreds of projects for local school systems.**

## RAYMOND JAMES®

**Raymond James** serves as the Financial Advisor for the project and is extremely well-qualified to fulfill this key role for the proposed building program. The company is an industry leader in underwriting municipal bonds and consistently ranks in the top ten nationally for underwriting lead managed issues. The firm's public finance bankers use state-of-the-art technology to provide their municipal clients with unmatched technical, analytical, and project management support. Their responsibility is to assure that Norfolk Public Schools and the City of Norfolk are presented with the most cost-effective and adaptable financing package available for this program.



## Executive Summary



Powering your growth with leadership.

**Kaufman & Canoles Consulting (K&CC)** is a highly-respected Norfolk-based municipal development consulting firm which will act in those capacities for the team. They have extensive experience in the PPEA process, and will be available for the benefit of Norfolk Public Schools to aid and assist them as this process moves forward. With their understanding of the unique requirements that such an ambitious project entails, their support and guidance will be invaluable to the SBBCC team, as well as the various Owner jurisdictions and departments. SBBCC and K&CC have a long and successful record of working together on similar projects.



**Kaufman & Canoles, P.C.** is one of the oldest, largest and most experienced law firms in Virginia and has extensive experience and expertise in a review and consulting capacity on PPEA projects. Their role will be to support the requirements of K&CC on any legal-specific issues or questions that may need to be addressed throughout the process. They also have long served in the capacity of SBBCC's primary counsel. SBBCC enjoys a long and successful history of working together with their firm and knows that no other legal counsel in Virginia meet their high level of PPEA experience and expertise.

### Key Benefits to the City of Norfolk:

Several of the more notable benefits to be derived from the SBBCC team proposal include:

- **Guaranteed Occupancy.** The SBBCC team will guarantee that the new schools will be completed on or before the dates stipulated in our preliminary schedule if the City and NPS complete all Owner-required tasks referenced elsewhere in our proposal. ***Our proposed building program will assure that multiple schools are available and ready for occupancy in less than four (4) years.***

**In fact, under our proposed approach, the Core Project Campostella K-8 school facility will require an overall duration including Community Input, Design, Construction & Move-in of just 25 months; a full 11 months sooner than the traditional NPS method of procurement.**

- **Guaranteed Pricing at 65% per the RFP.** The SBBCC team will guarantee the pricing stipulated in our proposal. ***Our proposed program will assure that these new schools facilities will be built at a cost under current City and NPS projections. Our price includes all costs and risks normally assumed by the Owner in a design/bid/build job. These are 'turnkey' prices without surprises or escalations unless the Owner requests an increase in programming.***

**This translates into several million dollars in savings by utilizing our proposed program.**

- **Exceptional Design/Build Team.** SBBCC has earned its reputation as a contractor of excellence on educational projects. Over 85% of our current volume is education facilities, while historically 90% of our workload is with extremely satisfied repeat clients.





## Executive Summary

RRMM is an outstanding public school design firm, with a resume of over 200 public schools in Virginia, many of which are award-winning applications. WTS has provided services on over 200 schools, including almost every school system in Hampton Roads. Livas Group Architects provides unique local knowledge coupled with a proven record of excellence and decades of successful involvement on many of the area’s most challenging educational design projects.

- **Reduced Design Risk.** Under this scenario the risks involved with design and document deficiencies are completely assumed by the SBBCC/RRMM/WTS/Livas team, not the City of Norfolk. Your occupancy dates and final prices are assured before the designs are completed.
- **Community Outreach.** The SBBCC/RRMM/WTS/Livas team understands the necessity and benefits of involving, informing and developing strong working relationships with the citizens of the City of Norfolk and the surrounding region. The majority of our work has been in heavily populated urban environments where success can only be achieved through consideration and cooperation with the local jurisdictions and residents. We will be your partner in working with the people of Norfolk, and a good neighbor that meets its commitments and keeps its promises.
- **Lower Cost.** By awarding all schools included in our proposal the City of Norfolk gains tremendous economies of scale as well as benefiting from a still competitive construction marketplace. This simultaneous award process allows SBBCC the ability to do the same with the subcontractor community, while they in turn gain the same benefit with their own suppliers. The City gets the highest quality schools, delivered over the next 4 years, at today’s excellent pricing. Purchasing the mechanical and electrical systems for all five schools will result in a huge cost savings and adds value to the long term maintenance.
- **Financing Assistance.** As described in Volume II of our proposal, SBBCC has included a unique program that will allow the City to *immediately* move forward with the design and construction of these new schools without delay, while realizing the most competitive financing options available in the market today.
- **Expedient Design Process.** The SBBCC/RRMM/WTS/Livas team is ready to start the design process *immediately*, and proposes that the initial Design Program Charrettes and Neighborhood Town Hall meetings commence immediately after the City of Norfolk has provided an Interim Comprehensive Agreement to move forward on this project with our team.
- **An Exceptional Local Business Plan.** Our innovative and aggressive program to maximize the participation of existing SWaM and other local businesses which is described in greater detail in our proposal, will generate the highest possible levels of participation by talented local, small, woman-owned and minority businesses. This plan, which will combine public Town Hall meetings to generate response and interest, education and training sessions in public sector contracting requirements, custom-tailored scopes of work, practical-sized bid packages



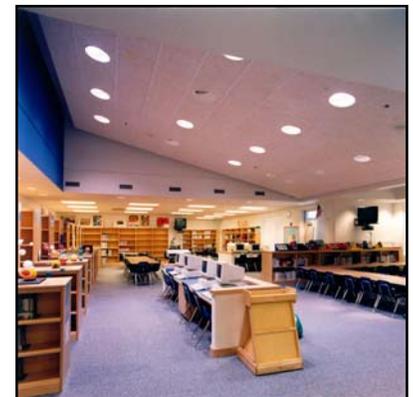


## Executive Summary

and opportunities for mentoring of smaller firms will have the effect of opening-up a greater proportion of the work on this project for strong local participation than any other inclusion program we are aware of anywhere else.

- **Long Term Economic Growth.** Norfolk’s commitment to the future well-being of their school system should translate into a higher level of confidence and optimism among its citizens, including the business community, generating increased private development and an expansion of the tax base.
- **Energy-Efficient Design.** Drawing on the exceptional experience acquired by the management teams at SBBCC, RRMM, WTS and Livas Group with achieving energy-efficient facilities, our proposal includes all costs required to complete the new Norfolk schools as LEED Certifiable projects. The incorporation of these LEED applications ensure that the schools have been built to high energy-efficiency and sustainable standards and is a further indicator of the overall quality of the end product, while assuring both the School Board and the City Council that their new schools can be operated at the lowest possible cost throughout their entire life cycle.
- **Building Information Modeling System (BIM).** Using this innovative technology, all mechanical and electric systems will be fully integrated and monitorable. This system has the capability of allowing facilities management and maintenance staff of all schools to be able to review the condition, monitors the performance, troubleshoot any problems and schedule routine maintenance activities on every major mechanical and electrical system component throughout the entire project with the proper software. This cutting-edge system fully integrates the construction plans, specifications, cut sheets, service manuals and maintenance schedules into one, easy to access and use program that dramatically minimizes the time and effort usually spent to determine a defect, while eliminating errors on the part of those charged to maintain the facilities. SBBCC will provide the BIM model to the City of Norfolk and NPS at the end of the project.

In summary our outstanding Development/Design/Build Team of local firms with strong minority participation has crafted a proposal to accelerate the process of providing new schools within a sound financial framework. The SBBCC/RRMM/WTS/Livas team is honored to be considered as your partner in this exciting new endeavor and in sharing the vision of the City of Norfolk and Norfolk Public Schools in expanding the functionality and capabilities of your school system facilities.



## Section 1 – Qualifications and Experience

### 10.1.1. – Legal Structure



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

**10.1.1. - Identify the legal structure of the firm or consortium of firms making the proposal. Identify the organizational structure for the Project, the management approach and how each partner and major subcontractor in the structure fits into the overall team, including the Project ownership among any consortium of firms.**

We have assembled an extremely well-qualified and experienced team of professionals who demonstrate the highest levels of excellence in their respective specialties and fields. Our designated professionals possess the precise combination of highly-developed skill sets, financial resources, and a shared vision to develop, design, manage, and deliver your new school facilities on time and on budget. Each firm and the principal management personnel assigned for each phase of the planned work were selected for their individual records of excellence as well as their exceptional and proven track-records in forging effective working relationships in the local communities we serve, in both the private and the public sectors. We share your vision and look forward to continuing our long-term relationships with the citizens of The City of Norfolk; relationships built on trust, mutual respect, and a commitment to working together toward accomplishing this extremely important and meaningful community goal.

The team that has been assembled (indicated on the organizational chart at the end of this section) includes exclusive members for each key component of this proposal. As the Owners and Funding Authority, The City of Norfolk and Norfolk Public Schools occupy the most critical role in this effort. The design and construction team is managed by S.B. Ballard Construction Company (SBBCC). Our associate firms include RRMM Architects, PC (RRMM) who will manage design team efforts, Waller, Todd & Sadler Architects (WTS), Livas Group Architects (Livas), Kimley-Horn and Associates, Inc. (Kimley-Horn), Thompson Consulting Engineers (Thompson) and Speight Marshall and Francis (SMF) which will be integral design partners throughout the process, Raymond James Company who will act as financial advisor for the program, Kaufman & Canoles Consulting, who will assist with public communication responsibilities, and Kaufman & Canoles, PC, which will act as the legal advisor for the program throughout its duration.



Kellam High School  
Completed October 2013



RAYMOND JAMES

KAUFMAN & CANOLES  
attorneys at law



Section 1 – Qualifications and Experience  
 10.1.1. – Legal Structure



City of Norfolk  
 Funding Agent



Norfolk Public Schools  
 NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

Norfolk Public Schools  
 Owner/Operator



S.B. Ballard Construction Company  
 Developer/General Contractor  
 Stephen Ballard  
 Principal-in-Charge



THE LIVAS GROUP ARCHITECTS, P.C.



THOMPSON  
 Consulting Engineers  
 Mechanical and Electrical Engineering



Kimley-Horn  
 and Associates, Inc.

Design and Construction

RAYMOND JAMES®



KAUFMAN & CANOLES  
 attorneys at law

Legal and Consulting



## Section 1 – Qualifications and Experience

### 10.1.1. – Legal Structure



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

The primary responsibilities of these eight (8) key players on the team are as follows:

#### Owner/Funding Authority



The City of Norfolk manages the initial procurement and will oversee the construction of the proposed schools. Their approval will be required prior to the finalization of any design features, modification of any previously approved material or application methods to be utilized on the project, and will be responsible to evaluate and authorize any expenditures other than those established within the terms of the joint agreement.

Norfolk Public Schools (NPS) will be an integral partner and participant throughout the entire preliminary, design, and construction process. NPS's participation throughout all stages of the design process will assure that the new facilities are developed to meet the best possible use consistent with the overall project budget, school systems needs and public interest.

#### Developer/General Contractor



**S.B. BALLARD**  
CONSTRUCTION  
COMPANY

**S.B. Ballard Construction Company (SBCC)** will provide construction management and general contractor services and will serve as the primary contact for this Project. SBCC will lead the consortium of firms and will provide overall direction and management of the project. The City of Norfolk would contract directly with SBCC. SBCC will contract with RRMM as the primary design firm, as well as financial, public relations and legal consulting firms for the project. SBCC will also contract directly with all construction trade subcontractors and any material suppliers whose products are not provided in a trade contract.. SBCC will be the responsible party for the overall execution of the combined proposed project. Further, as the managing firm, SBCC will procure and maintain all required permits, payment and performance bonds, and the Builder's Risk Insurance policies. This arrangement places the full contract value of the project under the guaranty of the 100% payment & performance bonds.



SBCC is a privately held S-corporation founded in 1978 by its namesake, Stephen B. Ballard (graduate of Maury High School), in Norfolk, Virginia. SBCC provides construction delivery services such as Construction Management, Design/Build, and Develop/Design/Build programs.

**Section 1 – Qualifications and Experience**  
**10.1.1. – Legal Structure**



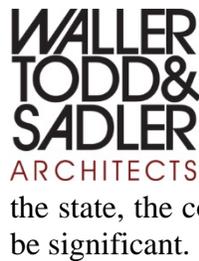
**Architects**



**RRMM** will lead the building design team and will act as the Architect-of-Record for the project. All associated building construction and civil-related design firms and all specialized engineering disciplines required will contract directly with RRMM. RRMM will manage all aspects of the design phases of the project, including reviewing material submissions for compliance with contract documents, and will also be responsible for managing all LEED® certification procedures and requirements.



RRMM is extremely well-qualified to act in this capacity for the Owner, having extensive experience in the cooperative design of numerous public and private schools. They are widely recognized for their exceptional performance of these professional services, having secured statewide and national-level awards for their efforts in the public school sector.



**Waller, Todd & Sadler** will work in cooperation with RRMM and will play a key role in aspects of the project on which they already have developed relationships and garnered unique experience. WTS will work with RRMM as to provide architectural design and construction administration services to the Owners. As one of the most experienced and uniquely qualified public school architectural firms in the region and the state, the contributions of Waller, Todd & Sadler to the design excellence of the overall project will be significant.



**Livas Group Architects (Livas)** will work in cooperation with RRMM and will provide architectural design and construction administration requirements for the Norfolk Public Schools program proposed by our team. Livas is the oldest minority

**THE LIVAS GROUP ARCHITECTS, P.C.** architectural firm in Virginia and has extensive award-winning experience in the planning, architectural, interior design and programming requirements for a number of regional educational clients.



As a Norfolk-based professional design firm of unequalled standing, Livas is uniquely capable and qualified to make significant contributions to the team’s efforts to assure that the end result of this program results in the highest quality new educational facilities that are consistent with the high standards of Norfolk Public Schools and the City of Norfolk, and are built on time and on budget.

## Section 1 – Qualifications and Experience

### 10.1.1. – Legal Structure



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.



**Kimley-Horn and Associates, Inc.** is a national full service engineering and planning firm founded in Raleigh, North Carolina in 1967. Today, their full-service consulting firm encompasses more than 1,900 employees in 63 offices nationwide. Kimley-Horn has two local offices in the Hampton Roads area, in Virginia Beach and Chesapeake.

Kimley-Horn’s experienced professionals provide a broad range of services for K-12 schools throughout Hampton Roads, the Commonwealth of Virginia, and across the nation. Typical services include due diligence, entitlements, site engineering, planning, transportation and traffic engineering, parking, landscape architecture, and offsite infrastructure design.

Kimley-Horn’s experience in the Norfolk area dates back to 1989 when they began assisting the City with the Downtown Master Plan. Since that time, Kimley-Horn has completed over 200 projects in the City including the following K-12 school projects:

- *Crossroads PK-8 School*
- *Coleman Place Elementary School*
- *Lindenwood Elementary School*
- *Azalea Gardens Middle School*
- *Coronado School*
- *Career and Technical Education Site Study*



The firm of **Thompson Consulting Engineers**, in its 58th year of continuous operation, practices consulting engineering in the fields of mechanical and electrical engineering. The firm is staffed by 29 capable and experienced persons, including mechanical and electrical engineers and designers, CADD technicians, construction administrators and administrative personnel.

During the past 10 years, the firm has designed over 400 projects for local school systems. This includes new school buildings and numerous additions, remodeling projects, indoor air quality projects, HVAC replacements, and electrical system upgrades.



**Speight, Marshall & Francis, P.C.** was established in 1995 by the three founding partners, Danny Speight, Matt Marshall, and Matt Francis, with a considerable amount of optimistic attitude and vision. Their goals were to practice the profession they love-structural engineering-while doing things a bit differently and having fun along the way. As a result of their “go-getter” approach they built our business quickly and obtained loyal clients. In 2011 Jonathan Walesczyk became a partner in the firm after 10 years of dedication to the firm’s success. Each partner brings their diverse talents to the table contributing to their engineering, drafting, management, and business development efforts.

Now employing professionals licensed to practice in 26 states, the firm performs structural services for projects around the nation on types of facilities including, but not limited to: education, industrial, manufacturing & distribution, offices/corporate, housing (multi-family and single-family), healthcare, recreation, retail and mixed-use, parking, cultural/arts, waterfront/marine structures, warehouse/storage, religious, and historic preservation. Their client base is diverse including both public and private sector.

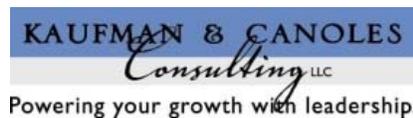




**Financial Advisor**

**RAYMOND JAMES®** Raymond James has partnered exclusively with SBBCC to provide Financial Advisor services for the proposed building program. Their responsibilities include generating alternative financing opportunities for the review and consideration of the City Council, and to assist them in determining and securing the most advantageous short and long-term funding that best meets the requirements of the current and future residents of the City. Raymond James is an industry leader in underwriting municipal bonds and negotiated issuances, and consistently ranks in the top ten firms nationally in the specialized segment of senior-managed variable and fixed-rate long-term municipal bond underwritings. Their key associates have a great deal of experience working with the City of Norfolk on its recent bond and note issues, including four such issuances in the past few years alone. Drawing on their extensive experience, proven record of success and extremely strong regional ties, the City of Norfolk, Norfolk Public Schools and the entire SBBCC team will derive the highest available degree of expert, impartial advice and counsel related to arranging for the financial requirements of our proposed building program.

**Consulting and Legal Services**



**Kaufman & Canoles Consulting (K&CC)** will serve as the public communication services consultant on this project. K&CC is a full-service economic development consulting firm specializing in public-private development services, land management services, economic development strategies, and municipal counseling

K&CC is fully able to counsel municipalities, school districts, and development authorities on a wide range of needs, from developing strategic plans for economic development to coordinating specific improvement projects. Kaufman & Canoles Consulting offers unique services in the complex realm of public/private development. Public Private Partnerships are the true engines of economic development today. Their consultants understand the complex nature of these projects and can assist a public sector entity with a wide variety of services throughout the entire course of a PPEA project.

**KAUFMAN & CANOLES** Kaufman & Canoles, P.C. (K&C) will serve as the legal consultant attorneys at law for this project. As one of the largest law firms in Virginia, K&C has extensive experience in the legal issues pertaining to, and arising from, PPEA proposals. They will act as a resource to SBBCC on any legal issues or questions posed by The City of Norfolk and Norfolk Public Schools.



## Section 1 – Qualifications and Experience

### 10.1.2. – Firm Experience



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

**10.1.2. - Describe the experience of the firm or consortium of firms making the proposal, including experience with projects of comparable size and complexity. Describe the length of time in business, business experience, public sector experience and any other engagements of the firm or consortium of firms. Include the identity of any firms that will provide design, construction and completion guarantees and warranties, and a description of such guarantees and warranties.**

#### **S.B. Ballard Construction Company – Developer/General Contractor**

S.B. Ballard Construction Company (SBBCC) was founded by its namesake, Stephen B. Ballard, in 1978, 35 years ago. During the early years of the company, the majority of the work performed was small residential and commercial concrete projects.

The experience gained in those years paved the way for a progression into commercial construction. Assuming the role of general contractor, SBBCC began constructing increasingly larger and more complex projects.



SBBCC has successfully completed a long list of large-scale, complex projects of differing types, including a wide variety of public and private educational customers, K-12 facilities for several Virginia school systems, and an unmatched record of performance on many of the largest, most complex collegiate and university capital improvement projects in the state. Our focus on educational projects has increased to the point that for several years this segment of the industry has been the source of the majority of our overall volume.

Recognizable projects completed by SBBCC include the revitalization of Old Dominion University Campus, consisting of the construction of the Ted Constant Convocation Center, two parking structures, the University Village housing and retail areas of the campus, and the renovation and construction of S.B. Ballard Stadium at Foreman Field. Currently the company is successfully working on three (3) PK-12 projects in the state; Kellam High School in Virginia Beach and Central & Union High Schools in Wise County.



SBBCC's history of growth in our region is admirable and a strong indicator of the dedication the company has to the clients it serves. By always acting as a strong advocate for the best interests of its customers, SBBCC has grown into a firm that has an annual volume exceeding \$100 million, employs hundreds of local residents, and can proudly say that 90% of our work comes from repeat clients.

SBBCC has accumulated some impressive records and achievements along the way, including the U.S. Army Corps of Engineers 'Certificate of Appreciation,' awarded to the Corp's Number One Construction Firm, as well as **the APWA award for Project of the Year for its work on the Norfolk Cruise and Celebration Center.**

## Section 1 – Qualifications and Experience

### 10.1.2. – Firm Experience



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

It is of singular importance to note that the company has never missed a client's deadline for beneficial occupancy of a project, always brings the project to completion within budget, and has achieved an exceptional record of outstanding quality control and project safety. SBBCC performs general contracting services from project inception through completion of construction, using Develop-Design-Build/Construction Management and Design-Build delivery methods and provides concrete contracting services (16<sup>th</sup> largest concrete contractor in the nation according to ENR Magazine – October 2010 and the 15<sup>th</sup> largest general contractor in Virginia according to Virginia Business Magazine – 2010).

#### SBBCC's Safety Record

Our safety record is one of hard-won excellence, with an EMR well under the industry average. Each SBBCC employee, as well as any subcontractors involved on any of our work, must adhere to our Safety Plan requirements; requirements whose goal is to assure that each project achieves and maintains a perfect safety record throughout its duration.



#### Surety

S.B. Ballard Construction Company has a long and uncompromised record of delivering the work entrusted to us on time and on budget. For this planned expansion of public schools for the City of Norfolk, we have included the costs to secure 100% Payment & Performance Bonds for the full construction value of the entire project including design services. This will provide the City of Norfolk and Norfolk Public Schools with the highest attainable level of security, guaranteeing that the work is completed in full accordance with the completion dates and contract values to be agreed to by the principal parties. As the Developer/General Contractor, SBBCC will be the sole source for all project construction and completion guarantees and warranties.

In addition, on a case-by-case basis and in keeping with the firm's long-standing corporate policy safeguards, SBBCC will conduct its own rigorous review and evaluation process of all prospective subcontractors and when prudent, require supplementary payment and performance bonds from these lower-tier firms. Please see a letter from our bonding company at the end of this section.

#### Guarantees and Warranties

SBBCC will provide warranties and guarantees per the City of Norfolk and NPS standards.

#### RRMM - Architects

RRMM Architects is a Virginia Registered Small Business (DMBE #652673) with offices in Chesapeake, Roanoke, and Arlington, Virginia. They offer the City of Norfolk a staff of more than 75 professionals with 19 registered architects and 4 interior designers.

Educational design is the primary focus of the firm. They have successfully completed master planning, design, contract documents, and construction administration for a variety of statewide clients. They are experienced in assisting clients with site selection, permitting and approval process, financial planning, and community facilitation of project goals.





## Section 1 – Qualifications and Experience

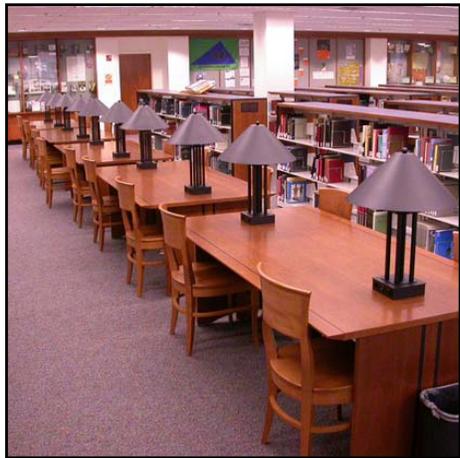
### 10.1.2. – Firm Experience

RRMM Architect’s cornerstone of service is encouraging the participation of everyone in the design process as needed, resulting in many repeat clients. RRMM Architects has won numerous design awards from the Virginia School Boards Association, as well as recognition from other state and national organizations such as four “Outstanding School Building Design” awards from the Virginia Department of Education, and the National School Board Association awards for both King’s Fork High School and King’s Fork Middle School in Suffolk. These awards are distinctive because they come from educators as well as architects.

RRMM Architects is experienced with projects utilizing the PPEA process and their level of relevant project experience is exceptional, having been the design professionals on over 200 Virginia public school projects in 44 counties. They are the Project Architect on the (2) public high school projects awarded to SBBCC as Design/Build projects using the PPEA process. They will be able to assist the City and Norfolk Public Schools with any design-related questions and concerns that may arise related to this program.

#### Waller, Todd & Sadler (WTS)

Waller, Todd & Sadler has been providing K-12 project designs for more than 50 years, and have worked with almost every public school system in the Hampton Roads area. Their continuous work with school clients enables them to keep abreast of the latest educational design criteria and technological advances. Their firm understands how important it is to deliver unique solutions in response to the needs of our clients. Having worked on over 200 school projects, they are familiar with what will be required to ensure that the unique needs of Norfolk Public Schools and the community it serves are met.



Giving their school clients the tools they need in order to be the best that they can be is of the utmost importance to WTS. Their designers are aware of the dynamics and changing technologies inherent in the design of school facilities. That is why they incorporate the latest, state-of-the-art systems throughout their school designs to accommodate today’s technology-savvy students. Additionally, school plans today must be flexible and easily modified to support more individual and small group learning. Many of their schools have been designed in such a way that, should the need arise, they can easily be modified to accommodate these changes in a cost effective and timely manner.

Waller, Todd & Sadler realizes that, although design and construction on a project may be complete, the job doesn’t end there. They will work in cooperation with RRMM assisting the Owners in devising building occupancy plans, prepare as-built drawings; provide operation and maintenance documentation and conduct inspections and related follow-up work.

#### The Livas Group - Architects

The Livas Group Architects will be a key player on the professional design team. This prestigious design firm provides a large local, highly-experienced staff of design professionals and consultants, committed to delivering complete and dependable design services in a responsive manner. The firm’s approach has been well-established in successfully producing a wide variety of complex projects including religious facilities, educational facilities, hospital/healthcare complexes, industrial facilities, comprehensive land planning and more.

## Section 1 – Qualifications and Experience

### 10.1.2. – Firm Experience



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

Livas Group is justifiably proud of their status as the longest continuously African American architectural firm in Virginia, with a tradition of award-winning excellence reaching back over 60 years. Livas will be working in concert with RRMM, providing their valuable insight into resolving design-related issues throughout the initial preconstruction phase, as well as contributing to the ongoing construction administration and quality-control management requirements that are so crucial to producing truly great facilities for our end-user client, Norfolk Public Schools and the City communities it serves.

#### **Kimley-Horn and Associates, Inc.**

Kimley-Horn is a national full service engineering and planning firm founded in Raleigh, North Carolina in 1967. Today, our full-service consulting firm encompasses more than 1,900 employees in 63 offices nationwide. Kimley-Horn has two local offices in the Hampton Roads area, in Virginia Beach and Chesapeake.

Our experienced professionals provide a broad range of services for K-12 schools throughout Hampton Roads, the Commonwealth of Virginia, and across the nation. Typical services include due diligence, entitlements, site engineering, planning, transportation and traffic engineering, parking, landscape architecture, and offsite infrastructure design.

Kimley-Horn's experience in Norfolk dates back to 1989 when we opened our office in Virginia Beach and began assisting the City with the Downtown Master Plan. Since that time, Kimley-Horn has completed over 200 projects in the City including the following K-12 school projects:

- *Crossroads PK-8 School*
- *Coleman Place Elementary School*
- *Lindenwood Elementary School*
- *Azalea Gardens Middle School*
- *Coronado School*
- *Career and Technical Education Site Study*

In addition to our Norfolk school experience, we have also provided services for over 40 school projects in the Hampton Roads region and throughout the Commonwealth for the following school districts:

- *Virginia Beach*
- *Portsmouth*
- *Suffolk*
- *Chesapeake*
- *Hampton*
- *James City County*
- *Williamsburg*
- *Gloucester County*
- *Hopewell*
- *Alexandria*
- *Arlington County*





**Thompson Consulting Engineers**

The firm of Thompson Consulting Engineers, in its 58th year of continuous operation, practices consulting engineering in the fields of mechanical and electrical engineering. The firm is staffed by 29 capable and experienced persons, including mechanical and electrical engineers and designers, CADD technicians, construction administrators and administrative personnel.

During the past 10 years, the firm has designed over 400 projects for local school systems. This includes new school buildings and numerous additions, remodeling projects, indoor air quality projects, HVAC replacements, and electrical system upgrades.

**Speight, Marshall & Francis, P.C.**

Speight, Marshall & Francis, P.C. Structural Engineers has established an impeccable reputation and maintains loyal K-12 clients throughout the Commonwealth of Virginia. Since the firm’s inception in 1995, they have performed structural design and Agent 1 Special Inspections services on over 200 schools for Virginia’s public school systems with a majority in the Hampton Roads area. They have often collaborated with RRMM Architects and Waller, Todd & Sadler on public school design projects, thus they have established a solid working relationship. The firm is known for their common sense, cost-effective structural engineering solutions and exceptional responsiveness during construction administration.





## Section 1 – Qualifications and Experience

### 10.1.3. – Project List

10.1.3. - For each firm, contractor or major sub-contractor utilized in the project, provide a statement listing all of their prior projects and clients for the past three (3) years with contact information, including names, addresses, telephone numbers and email addresses if available. If such entity has worked on more than ten (10) projects during this period, it may limit its response to ten (10), but (i) shall include all projects similar in scope and size to the proposed project, and (ii) shall include as many of its most recent projects as possible. Each such entity must submit all performance evaluation reports or other documents in its possession evaluating its performance during the preceding three (3) years in terms of cost, quality, schedule, safety and other matters relevant to successful project development, operation and completion. Also, please complete Attachment A contained near the end of this RFP and submit as part of your response to this question.

#### S.B. Ballard Construction Company – General Contractor References

**Wise County High Schools**  
Wise County Public Schools  
Dr. Jeff Perry, Superintendent  
628 Lake Street  
Wise, Virginia 23293  
Phone: 276.328.8017  
Email: jperry@wise.k12.va.us

**Dragas Hall**  
Old Dominion University  
Rick Berry  
4401 Powhatan Avenue  
Norfolk, Virginia 23529  
Phone: 757.683.3105  
Email: rberry@odu.edu

**Lyman B. Brooks Library**  
Norfolk State University  
Bill Ballinger  
700 Park Avenue  
Norfolk, Virginia 23504  
Phone: 757.823.2625  
Email: wrballinger@nsu.edu

**Norfolk Student Center**  
Tidewater Community College  
Dr. John Massey (Retired)  
121 College Place  
Norfolk, Virginia 23510  
Phone: 757.515.6975  
Email: ajohnmassey@aol.com

**Student Recreation Center**  
Old Dominion University  
Greg Smith  
135 Athletic Admin Building  
Norfolk, Virginia 23529  
Phone: 757.683.6026  
Email: gcsmith@odu.edu

**Powhatan Sports Complex**  
Old Dominion University  
Dave Robichaud  
4401 Powhatan Avenue  
Norfolk, Virginia 23523  
Phone: 757.618.7003  
Email: dwrobichaud@mindspring.com

**Kellam High School**  
Virginia Beach Public Schools  
Tony Arnold  
2435 Princess Anne Road  
Virginia Beach, Virginia 23456  
Phone: 757.263.1090  
Email: aarnold@vbschools.com

**TCC Executive Offices**  
Tidewater Community College  
Dr. John Massey (Retired)  
121 College Place  
Norfolk, Virginia 23510  
Phone: 757.515.6975  
Email: ajohnmassey@aol.com



*Section 1 – Qualifications and Experience*

*10.1.3. – Project List*

**S.B. Ballard Construction Company – General Contractor References - Continued**

**Joint Deployment Center NH-95**

United States Navy  
Mark Airaghi  
NAVFAC Mid Atlantic  
9324 Virginia Avenue  
Norfolk, Virginia 23511  
Phone: 757.445.8941  
Email: Mark.airaghi@navy.mil

**Edward E. Brickell Medical Sciences Library**

Eastern Virginia Medical School  
Sandy Sands (Retired)  
3252 Page Avenue #203  
Virginia Beach, Virginia 23451  
Phone: 757.439.0314  
Email: sandysands@cox.net

**Attachment A**

**PROPOSER'S ADDITIONAL INFORMATION**

(S.B. Ballard Construction Company)

1. **Safety Performance (Contractor)** – Please provide the following information on a separate sheet of paper: See attached

- a. Experience Modification Factor (“EMF”) for past five years.
- b. A list of OSHA citations levied during the past three years. Describe the infractions and indicate whether there was a warning or fine imposed and the dollar amount of each.
- c. Details from your organization’s 2009 OSHA 200 log indicating:
  - Number of lost workday cases
  - Number of restricted workday cases
  - Number of cases with medical attention only
  - Number of fatalities

2. **Claims/Final Resolution/Judgments** – Have any of the following actions occurred on, or in conjunction with, any project performed by the Proposer, any affiliate, or their officers, partners or directors in the last five years?

- a. Legal Action Implemented by Proposer against Owner ..... Yes\_\_\_ No\_✓
- b. Legal Action Implemented by Proposer against Subcontractor ..... Yes\_\_\_ No\_✓
- c. Legal Action Implemented by Owner ..... Yes\_\_\_ No\_✓
- d. Legal Action Implemented by Subcontractor ..... Yes\_\_\_ No\_✓
- e. Settlement or Close-Out Agreement in effect with Owner ..... Yes\_\_\_ No\_✓
- f. Judgments..... Yes\_\_\_ No\_✓
- g. Arbitrations ..... Yes\_\_\_ No\_✓

If the answer to any of items a. through g. above is yes, provide details on a separate sheet for each instance.

3. **Schedule Control** – Does your company normally use a CPM scheduling control system? If yes, identify the system(s): Yes. Primavera

4. **Bankruptcy:** Has your business filed for bankruptcy in the last seven years or is your firm currently the debtor in a bankruptcy case? If yes, please explain the circumstances:

No  
\_\_\_\_\_  
\_\_\_\_\_

5. **Liquidated Damages Assessment:** Has your company ever been assessed liquidated damages in the past five (5) years on a construction contract? If yes, please explain the circumstances:

N/A  
\_\_\_\_\_  
\_\_\_\_\_

**Attachment A**

**PROPOSER'S ADDITIONAL INFORMATION**

(S.B. Ballard Construction Company)

6. **Performance Bond Implementation:** Within the last five (5) years has your firm ever required any performance bond surety company to complete, or arrange for completion (take-over), of any contract originally awarded to your firm? If yes, please explain the circumstances: No

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7. **Contract Termination:** Within the last five (5) years, has your firm had a contract terminated for cause and/or ever had rights to proceed under a contract terminated? If yes, please explain the circumstances: No/No

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Signed by:  Phone No. (757) 440-5555  
Authorized Representative

Printed/Typed Name, Title: Stephen B. Ballard, President

Company: S.B. Ballard Construction Company

**Attachment A**

**PROPOSER'S ADDITIONAL INFORMATION**

(S.B. Ballard Construction Company)

1. **Safety Performance (Contractor)** – Please provide the following information on a separate sheet of paper: See attached

a. Experience Modification Factor (“EMF”) for past five years.

2013 – .78

2012 – .81

2011 – .84

2010 – .91

2009 – .98

b. A list of OSHA citations levied during the past three years. Describe the infractions and indicate whether there was a warning or fine imposed and the dollar amount of each.

No citations.

c. Details from your organization’s 2009 OSHA 200 log indicating:

Number of lost workday cases - 0

Number of restricted workday cases - 1

Number of cases with medical attention only - 0

Number of fatalities - 0



**RRMM Architect References**

**Masons Cove Elementary School**  
Roanoke County Public Schools  
Dr. Martin Misicko, Director of Operations  
5937 Cove Road  
Roanoke, Virginia 24019  
Phone: 540.562.3900  
Email: mmisicko@rcs.k12.va.us

**Belle Heth Elementary School**  
Radford City Public Schools  
Dr. Becky Greer, Superintendent  
1612 Wadsworth Street  
Radford, Virginia 24141  
Phone: 540.731.3647  
Email: bgreer@rcps.org

**Western Branch High School**  
Chesapeake Public Schools  
J. Paige Stutz, Director of New Construction  
369 Battlefield Boulevard South  
Chesapeake, Virginia 23222  
Phone: 757.547.0013  
Email: paige.stutz@cpschools.com

**Oscar Smith Middle School**  
Chesapeake Public Schools  
J. Paige Stutz, Director of New Construction  
369 Battlefield Boulevard South  
Chesapeake, Virginia 23222  
Phone: 757.547.0013  
Email: paige.stutz@cpschools.com

**Renaissance Academy**  
Virginia Beach City Public Schools  
Anthony L. Arnold, Director of Facility  
Planning & Construction  
2435 Princess Anne Road  
Virginia Beach, Virginia 23456  
Phone: 757.263.1090  
Email: aarnold@vbschools.com

**Windy Gap Elementary School**  
Franklin County Public Schools  
Mr. Darryl Spencer, Supervisor of Buildings  
250 School Service Road  
Rocky Mount, Virginia 24151  
Phone: 540.483.5538  
Email: Darryl.spencer@frco.k12.va.us

**Hopewell High School**  
Hopewell City Public Schools  
Mr. S. Ray Watson, Asst. Superintendent for  
Administration  
103 N 12<sup>th</sup> Avenue  
Hopewell, Virginia 23860  
Phone: 804.541.6400  
Email: rwatson@hopewell.k12.va.us

**Tyler Middle School**  
Isle of Wight County Public Schools  
Peter Andreu, Facilities Director  
820 West Main Street  
Smithfield, Virginia 23430  
Phone: 757.357.9924  
Email: pandreu@iwcs.k12.va.us

**Patrick County High School**  
Patrick County Public Schools  
Dr. Roger Morris, Superintendent  
104 Rucker Street, PO Box 346  
Stuart, Virginia 24171  
Phone: 276.694.3163  
Email: roger.morris@patrick.k12.va.us

**New Page Middle School**  
Gloucester County Public Schools  
Dr. Ben Kiser, Superintendent  
6489 Main Street  
Gloucester, Virginia 23061  
Phone: 804.693.1425  
Email: bkiser@gc.k12.va.us

**Attachment A**

**PROPOSER'S ADDITIONAL INFORMATION**  
**(PROVIDE FOR EACH PRIME FIRM)**

1. **Safety Performance (Contractor)** – Please provide the following information on a separate sheet of paper:

- a. Experience Modification Factor (“EMF”) for past five years. See attached
- b. A list of OSHA citations levied during the past three years. Describe the infractions and indicate whether there was a warning or fine imposed and the dollar amount of each. None
- c. Details from your organization’s 2009 OSHA 200 log indicating: **Not required for Architectural Firms**
  - Number of lost workday cases
  - Number of restricted workday cases
  - Number of cases with medical attention only
  - Number of fatalities

2. **Claims/Final Resolution/Judgments** – Have any of the following actions occurred on, or in conjunction with, any project performed by the Proposer, any affiliate, or their officers, partners or directors in the last five years?

- a. Legal Action Implemented by Proposer against Owner ..... Yes \_\_\_ No X
- b. Legal Action Implemented by Proposer against Subcontractor ..... Yes \_\_\_ No X
- c. Legal Action Implemented by Owner ..... Yes \_\_\_ No X
- d. Legal Action Implemented by Subcontractor ..... Yes \_\_\_ No X
- e. Settlement or Close-Out Agreement in effect with Owner ..... Yes \_\_\_ No X
- f. Judgments ..... Yes \_\_\_ No X
- g. Arbitrations ..... Yes \_\_\_ No X

If the answer to any of items a. through g. above is yes, provide details on a separate sheet for each instance.

3. **Schedule Control** – Does your company normally use a CPM scheduling control system? If yes, identify the system(s): No

4. **Bankruptcy:** Has your business filed for bankruptcy in the last seven years or is your firm currently the debtor in a bankruptcy case? If yes, please explain the circumstances:

No  
\_\_\_\_\_  
\_\_\_\_\_

5. **Liquidated Damages Assessment:** Has your company ever been assessed liquidated damages in the past five (5) years on a construction contract? If yes, please explain the circumstances:

No  
\_\_\_\_\_  
\_\_\_\_\_

**Attachment A**

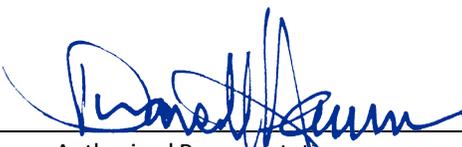
**PROPOSER'S ADDITIONAL INFORMATION**  
**(PROVIDE FOR EACH PRIME FIRM)**

6. **Performance Bond Implementation:** Within the last five (5) years has your firm ever required any performance bond surety company to complete, or arrange for completion (take-over), of any contract originally awarded to your firm? If yes, please explain the circumstances: No

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. **Contract Termination:** Within the last five (5) years, has your firm had a contract terminated for cause and/or ever had rights to proceed under a contract terminated? If yes, please explain the circumstances: No

\_\_\_\_\_

Signed by:  Phone No. 757-622-2828  
Authorized Representative

Printed/Typed Name, Title: Duane M. Harver

Architect/Principal/Chief Executive Officer

Company: RRMM Architects, PC

**CERTIFICATION OF EXPERIENCE MODIFICATION RATIO**

Date: November 20, 2013

Recipient Name: City of Norfolk, Dept. of Public Works  
Address: City Hall Bldg 7<sup>th</sup> Floor  
810 Union Street  
City, State, Zip: Norfolk, VA 23510

RE: RRMM Architects, PC

Dear Sir:

This is to certify that our company insures the above referenced contractor and that their Experience Modification Rate (EMR) for the past four years has been as follows:

<u>Year</u>	<u>EMR</u>
<u>2013</u>	<u>0.84</u>
<u>2012</u>	<u>0.89</u>
<u>2011</u>	<u>0.86</u>
<u>2010</u>	<u>1.07</u>
<u>2009</u>	<u>1.15</u>

Agency Name: TB & R, a Dawson Company

By:   
Laura Crawford, Account Manager



**The Waller Todd & Sadler Architects References**

**Great Neck Middle School**

Virginia Beach City Public Schools  
Anthony L. Arnold, P.E.  
2433 Princess Anne Road Bldg. 16  
Virginia Beach, Virginia 23456  
Phone: 757.263.1090  
Email: aarnold@vbschools.com

**Western Branch High School**

Chesapeake Public Schools  
J. Paige Stutz, Director of New Construction  
369 Battlefield Boulevard South  
Chesapeake, Virginia 23222  
Phone: 757.547.0013  
Email: paige.stutz@cpschools.com

**Oscar Smith Middle School**

Chesapeake Public Schools  
J. Paige Stutz, Director of New Construction  
369 Battlefield Boulevard South  
Chesapeake, Virginia 23222  
Phone: 757.547.0013  
Email: paige.stutz@cpschools.com

**TCC - Virginia Beach Student Center**

Virginia Community College System  
Shelley Bains  
101 N. 14th St., 16th Floor  
Richmond, Virginia 23219  
Phone: 804.819.4996  
Email: sbains@vccs.edu

**Early Learning Center**

Isle of Wight Academy  
Benjamin Vaughan  
17111 Courthouse Highway  
Isle of Wight, Virginia 23397  
Phone: 757.357.3866  
Email: benjaminvaughan@iwacademy.com

**Chesapeake Montessori School**

Chesapeake Montessori  
Shanna Honan  
2013 Scenic Parkway  
Chesapeake, Virginia 23323  
Phone: 757.547-7673  
Email: director@chesapeakemontessori.com

**Child Development Center**

US Army Corps of Engineers  
Keith Butler  
Burrell Street,  
Langley Air Force Base, Virginia 23665  
Phone: 757.225.4053  
Email: keith.r.butler@usace.army.mil

**Consolidated Elem School, USMC D/B**

W.M. Jordan Company  
Gary Mulgrew  
11010 Jefferson Avenue  
Newport News, Virginia 23601  
Phone: 757.596.6341  
Email: GMulgrew@WMJordan.com

**Training Area 5 Campus, Fort Lee, VA**

US Army Corps of Engineers  
Norm Malbon, PE  
803 Front Street  
Norfolk, Virginia 23510-1096  
Phone: 757.201.7690  
Email: norman.t.malbon@nao02.usace.army.mil

**Williams Farm Recreation Center**

City of Virginia Beach  
Kevin Jensen  
2565 Glebe Road  
Virginia Beach, Virginia 23456  
Phone: 757.385.1902  
Email: kjensen@vb.gov

Attachment A

PROPOSER'S ADDITIONAL INFORMATION  
(PROVIDE FOR EACH PRIME FIRM)

1. **Safety Performance (Contractor)** – Please provide the following information on a separate sheet of paper:

- a. Experience Modification Factor (“EMF”) for past five years.
- b. A list of OSHA citations levied during the past three years. Describe the infractions and indicate whether there was a warning or fine imposed and the dollar amount of each.
- c. Details from your organization’s 2009 OSHA 200 log indicating:
  - Number of lost workday cases
  - Number of restricted workday cases
  - Number of cases with medical attention only
  - Number of fatalities

2. **Claims/Final Resolution/Judgments** – Have any of the following actions occurred on, or in conjunction with, any project performed by the Proposer, any affiliate, or their officers, partners or directors in the last five years?

- a. Legal Action Implemented by Proposer against Owner ..... Yes\_\_\_ No\_ X
- b. Legal Action Implemented by Proposer against Subcontractor ..... Yes\_\_\_ No\_ X
- c. Legal Action Implemented by Owner ..... Yes\_\_\_ No\_ X
- d. Legal Action Implemented by Subcontractor ..... Yes\_\_\_ No\_ X
- e. Settlement or Close-Out Agreement in effect with Owner ..... Yes\_\_\_ No\_ X
- f. Judgments ..... Yes\_\_\_ No\_ X
- g. Arbitrations ..... Yes\_\_\_ No\_ X

If the answer to any of items a. through g. above is yes, provide details on a separate sheet for each instance.

3. **Schedule Control** – Does your company normally use a CPM scheduling control system? If yes, identify the system(s): N/A

4. **Bankruptcy:** Has your business filed for bankruptcy in the last seven years or is your firm currently the debtor in a bankruptcy case? If yes, please explain the circumstances:

NO.  
\_\_\_\_\_  
\_\_\_\_\_

5. **Liquidated Damages Assessment:** Has your company ever been assessed liquidated damages in the past five (5) years on a construction contract? If yes, please explain the circumstances:

NO.  
\_\_\_\_\_  
\_\_\_\_\_

Attachment A

PROPOSER'S ADDITIONAL INFORMATION  
(PROVIDE FOR EACH PRIME FIRM)

6. **Performance Bond Implementation:** Within the last five (5) years has your firm ever required any performance bond surety company to complete, or arrange for completion (take-over), of any contract originally awarded to your firm? If yes, please explain the circumstances: NO.

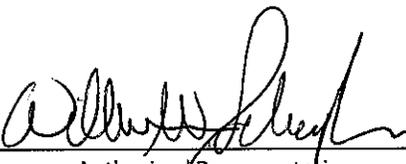
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7. **Contract Termination:** Within the last five (5) years, has your firm had a contract terminated for cause and/or ever had rights to proceed under a contract terminated? If yes, please explain the circumstances: NO.

---

Signed by:  Phone No. 757-417-0140  
Authorized Representative

Printed/Typed Name, Title: WILLIAM W. SCHWEGLER, CHIEF OPERATING OFFICER

---

Company: KAWER TODD & SABLE ARCHITECTS, INC.

1a. Experience Modification Factor (EMF) for past five years. N/A

1b. A list of OSHA citations levied during the past three years. N/A

1c. Details from your organization's 2009 OSHA 200 log indicating:

Number of lost workday cases N/A

Number of restricted workday cases N/A

Number of cases with medical attention only N/A

Number of fatalities N/A



The Livas Group Architects References

**Holland Hall**

Hampton University  
Mrs. Doretha Spells  
100 E. Queen Street  
Hampton, Virginia 23668  
Phone: 757.727.5213

**Multi-Use Facility**

Hampton University  
Mrs. Doretha Spells  
100 E. Queen Street  
Hampton, Virginia 23668  
Phone: 757.727.5213

**Softball Field & Events Center**

Hampton University  
Mrs. Doretha Spells  
100 E. Queen Street  
Hampton, Virginia 23668  
Phone: 757.727.5213

**Research Center**

Hampton University  
Mrs. Doretha Spells  
100 E. Queen Street  
Hampton, Virginia 23668  
Phone: 757.727.5213

**Ogden Hall Renovation**

Hampton University  
Mrs. Doretha Spells  
100 E. Queen Street  
Hampton, Virginia 23668  
Phone: 757.727.5213

**Wilder Performing Arts Center**

Norfolk State University  
Bill Ballinger  
700 Park Avenue  
Norfolk, Virginia 23504  
Phone: 757.823.2625  
Email: wrballinger@nsu.edu

**Wilson Hall Renovation**

Norfolk State University  
Bill Ballinger  
700 Park Avenue  
Norfolk, Virginia 23504  
Phone: 757.823.2625  
Email: wrballinger@nsu.edu

**Athletic Complex**

Saint Augustine College  
Mr. Leon Scott  
530 North Blount Street  
Raleigh, North Carolina 27604  
Phone: 919.516.4127  
Email: lscott@st-aug.edu

**Johnson Memorial Library**

Virginia State University  
Mr. Cortez Dial  
1 Hayden Drive  
Petersburg, Virginia 23806  
Phone: 804.524.5070  
Email: cdial@vsu.edu

**Student Dining Facility**

Norfolk State University  
Bill Ballinger  
700 Park Avenue  
Norfolk, Virginia 23504  
Phone: 757.823.2625  
Email: wrballinger@nsu.edu

**Attachment A**

**PROPOSER'S ADDITIONAL INFORMATION**

(The Livas Group Architects, P.C.)

1. **Safety Performance (Contractor)** – Please provide the following information on a separate sheet of paper:

- a. Experience Modification Factor ("EMF") for past five years.
- b. A list of OSHA citations levied during the past three years. Describe the infractions and indicate whether there was a warning or fine imposed and the dollar amount of each.

c. Details from your organization's 2009 OSHA 200 log indicating:

- Number of lost workday cases
- Number of restricted workday cases
- Number of cases with medical attention only
- Number of fatalities

2. **Claims/Final Resolution/Judgments** – Have any of the following actions occurred on, or in conjunction with, any project performed by the Proposer, any affiliate, or their officers, partners or directors in the last five years?

- a. Legal Action Implemented by Proposer against Owner ..... Yes\_\_\_ No X
- b. Legal Action Implemented by Proposer against Subcontractor ..... Yes\_\_\_ No X
- c. Legal Action Implemented by Owner ..... Yes\_\_\_ No X
- d. Legal Action Implemented by Subcontractor ..... Yes\_\_\_ No X
- e. Settlement or Close-Out Agreement in effect with Owner ..... Yes\_\_\_ No X
- f. Judgments..... Yes\_\_\_ No X
- g. Arbitrations..... Yes\_\_\_ No X

If the answer to any of items a. through g. above is yes, provide details on a separate sheet for each instance.

3. **Schedule Control** – Does your company normally use a CPM scheduling control system? If yes, identify the system(s): N/A

4. **Bankruptcy:** Has your business filed for bankruptcy in the last seven years or is your firm currently the debtor in a bankruptcy case? If yes, please explain the circumstances:

No

5. **Liquidated Damages Assessment:** Has your company ever been assessed liquidated damages in the past five (5) years on a construction contract? If yes, please explain the circumstances:

No

**Attachment A**

**PROPOSER'S ADDITIONAL INFORMATION**

(The Livas Group Architects, P.C.)

6. **Performance Bond Implementation:** Within the last five (5) years has your firm ever required any performance bond surety company to complete, or arrange for completion (take-over), of any contract originally awarded to your firm? If yes, please explain the circumstances: No

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7. **Contract Termination:** Within the last five (5) years, has your firm had a contract terminated for cause and/or ever had rights to proceed under a contract terminated? If yes, please explain the circumstances: No

---

Signed by:  Phone No. 757-627-0896  
Authorized Representative

Printed/Typed Name, Title: Elbert V. Walker, Jr., AIA, President

Company: The Livas Group Architects, P.C.

## Attachment A

### PROPOSER'S ADDITIONAL INFORMATION

(The Livas Group Architects, P.C.)

1. **Safety Performance (Contractor)** – Please provide the following information on a separate sheet of paper:

- a. Experience Modification Factor (“EMF”) for past five years.

2013 – 0.970

2012 – 0.960

2011 – 0.960

2010 – 0.970

2009 – N/A

- b. A list of OSHA citations levied during the past three years. Describe the infractions and indicate whether there was a warning or fine imposed and the dollar amount of each.

No citations.

- c. Details from your organization’s 2009 OSHA 200 log indicating:

Number of lost workday cases - 0

Number of restricted workday cases - 0

Number of cases with medical attention only - 0

Number of fatalities - 0



**Kimley-Horn and Associates, Inc. References**

**Crossroads Pk-8 School**

Norfolk Public Schools  
Steve Smith  
966 Bellmore Avenue  
Norfolk, Virginia 23504  
Phone: 757.628.3385  
Email: ssmith@nps.k12.va.us

**Coleman Place Elementary School**

Norfolk Public Schools  
Steve Smith  
966 Bellmore Avenue  
Norfolk, Virginia 23504  
Phone: 757.628.3385  
Email: ssmith@nps.k12.va.us

**Lindenwood Elementary School**

Norfolk Public Schools  
Steve Smith  
966 Bellmore Avenue  
Norfolk, Virginia 23504  
Phone: 757.628.3385  
Email: ssmith@nps.k12.va.us

**Azalea Gardens Middle School**

Norfolk Public Schools  
Steve Smith  
966 Bellmore Avenue  
Norfolk, Virginia 23504  
Phone: 757.628.3385  
Email: ssmith@nps.k12.va.us

**Coronado School**

Norfolk Public Schools  
Steve Smith  
966 Bellmore Avenue  
Norfolk, Virginia 23504  
Phone: 757.628.3385  
Email: ssmith@nps.k12.va.us

**Page Middle School**

Gloucester County Public Schools  
Scott Shorland  
6489 Main Street  
Gloucester, Virginia 23601  
Phone: 804.693.5300  
Email: sshorland@gc.k.12.va.us

**Hunter B. Andrews PK-8 School**

Hampton City Schools  
Victor Hellman  
One Franklin Street  
Hampton, Virginia, 23669  
Phone: 757.727.2341  
Email: vhellman@hampton.k12.va.us

**The George P Pheniz PK-8 School**

Hampton City Schools  
Victor Hellman  
One Franklin Street  
Hampton, Virginia, 23669  
Phone: 757.727.2341  
Email: vhellman@hampton.k12.va.us

**Southwestern Elementary School**

Suffolk Public Schools  
Terry Napier  
100 North Main Street  
Suffolk, Virginia 23434  
Phone: 757.925.6750  
Email: terrynapier@spsk12.net

**Kellam High School**

Virginia Beach City Public Schools  
Anthony Arnold  
2512 George Mason Drive  
Virginia Beach, Virginia 23456-0038  
Phone: 757.263.1090  
Email: aarnold@vbschools.com

**Attachment A**  
**PROPOSER'S ADDITIONAL INFORMATION**  
(PROVIDE FOR EACH PRIME FIRM)

1. **Safety Performance (Contractor)** – Please provide the following information on a separate sheet of paper:  
*Please see attached pg.*

- a. Experience Modification Factor (“EMF”) for past five years.
- b. A list of OSHA citations levied during the past three years. Describe the infractions and indicate whether there was a warning or fine imposed and the dollar amount of each.
- c. Details from your organization’s 2009 OSHA 200 log indicating:
  - Number of lost workday cases
  - Number of restricted workday cases
  - Number of cases with medical attention only
  - Number of fatalities

2. **Claims/Final Resolution/Judgments** – Have any of the following actions occurred on, or in conjunction with, any project performed by the Proposer, any affiliate, or their officers, partners or directors in the last five years?

- a. Legal Action Implemented by Proposer against Owner..... Yes X No
- b. Legal Action Implemented by Proposer against Subcontractor..... Yes X No
- c. Legal Action Implemented by Owner..... Yes X No
- d. Legal Action Implemented by Subcontractor..... Yes    No X
- e. Settlement or Close-Out Agreement in effect with Owner..... Yes X No
- f. Judgments..... Yes X No
- g. Arbitrations..... Yes X No

If the answer to any of items a. through g. above is yes, provide details on a separate sheet for each instance.

Please see attached page

3. **Schedule Control** – Does your company normally use a CPM scheduling control system? If yes, identify the system(s): Microsoft Project

4. **Bankruptcy:** Has your business filed for bankruptcy in the last seven years or is your firm currently the debtor in a bankruptcy case? If yes, please explain the circumstances: No

\_\_\_\_\_

5. **Liquidated Damages Assessment:** Has your company ever been assessed liquidated damages in the past five (5) years on a construction contract? If yes, please explain the circumstances: No

\_\_\_\_\_

**Attachment A**  
**PROPOSER'S ADDITIONAL INFORMATION**  
(PROVIDE FOR EACH PRIME FIRM)

6. **Performance Bond Implementation:** Within the last five (5) years has your firm ever required any performance bond surety company to complete, or arrange for completion (take-over), of any contract originally awarded to your firm? If yes, please explain the circumstances: No  
\_\_\_\_\_  
\_\_\_\_\_

7. **Contract Termination:** Within the last five (5) years, has your firm had a contract terminated for cause and/or ever had rights to proceed under a contract terminated? If yes, please explain the circumstances: No  
\_\_\_\_\_  
\_\_\_\_\_

Signed by:   
Authorized Representative

Phone No. (703) 674-1300

Printed/Typed Name, Title: J. Todd Chavers, P.E.; Senior Vice President / Principal

Company: Kimley-Horn and Associates, Inc.

**Attachment A**  
**PROPOSER'S ADDITIONAL INFORMATION**  
(PROVIDE FOR EACH PRIME FIRM)

1. **Safety Performance (Contractor)** – Please provide the following information on a separate sheet of paper:

- a. Experience Modification Factor (“EMF”) for past five years.

2013 - .78

2012 - .74

2011 - .70

2010 - .62

2009 - .65

- b. A list of OSHA citations levied during the past three years. Describe the infractions and indicate whether there was a warning or fine imposed and the dollar amount of each.

No citations

- c. Details from your organization’s 2009 OSHA 200 log indicating:

Number of lost workday cases: 0

Number of restricted workday cases: 0

Number of cases with medical attention only: 14

Number of fatalities: 0

**Attachment A**  
**PROPOSER'S ADDITIONAL INFORMATION**  
(PROVIDE FOR EACH PRIME FIRM)

**2. Claims/Final Resolution/Judgments**

Kimley-Horn and its subsidiaries have provided services in all fifty states and numerous countries. Because of the many and varied projects we have completed, we are subject to various legal proceedings from time to time and in the ordinary course of business. It is not practical to provide a complete list as part of this proposal. None of the pending matters, if decided against Kimley-Horn, would have a material impact on our financial statements or impair in any way our ability to serve our clients. Generally, these matters are covered by insurance, and we consider them to be without merit. From time to time, Kimley-Horn will file a lawsuit against a client for unpaid fees. We do not track these cases. If you would like to discuss our legal matters in more detail, please contact Kimley-Horn's General Counsel, Richard Cook, at 919.677.2058.

The cases litigated in Virginia in the last five years are as follows:

Bagby, Caldwell and Associates, P.C. v. Kimley-Horn and Associates, Inc. (Third Party Defendant): Circuit Court for the City of Fredericksburg; Case No. CL 05-72-02; filed 2010; alleged economic loss; settled; closed 2010.



**Thompson Consulting Engineers References**

**Kellam High School**

Virginia Beach City Public Schools  
Anthony Arnold  
2512 George Mason Drive  
Virginia Beach, Virginia 23456  
Phone: 757.263.1090  
Email: aarnold@vbschools.com

**Suffolk Elementary School**

Suffolk Public Schools  
Terry Napier  
100 North Main Street  
Suffolk, Virginia 23434  
Phone: 757.925.6750  
Email: terrynapier@spsk12.net

**Page Middle School**

Gloucester County Public Schools  
Scott Shorland  
6489 Main Street  
Gloucester, Virginia 23601  
Phone: 804.693.5300  
Email: sshorland@gc.k.12.va.us

**Clover Hill Academy**

Chesterfield County Public Schools  
Bill Bridgforth  
10045 Courthouse Raod  
Chesterfield, Virginia 23832  
Phone: 804.768.6126  
Email: bill\_bridgforth@ccpsnet.net

**Martin Luther King Middle School**

Richmond Public Schools  
Michael McIntyre  
900 East Broad Street, Room 602  
Richmond, Virginia  
Phone: 804.646.6312  
Email: Michael.mcintyre@aecom.com

**Tabb Elementary School**

York County Public Schools  
Mark Tschirhart  
302 Dare Road  
Yorktown, Virginia 23692  
Phone: 757.898.0499  
Email: mtschirhart@ycsd.york.va.us

**Seaford Elementary**

York County Public Schools  
Mark Tschirhart  
302 Dare Road  
Yorktown, Virginia 23692  
Phone: 757.898.0499  
Email: mtschirhart@ycsd.york.va.us

**Newport News Shipbuilding Apprentice School**

Newport News Shipbuilding  
Kevin J. Shedd, Project Manager  
11870 Merchants Walk, Suite 202  
Newport News, Virginia 23606  
Phone: 757.599.3300  
Email: k.shedd@AllianceEngineering.com

**Midlothian High School**

Chesterfield County Public Schools  
Bill Bridgforth  
10045 Courthouse Raod  
Chesterfield, Virginia 23832  
Phone: 804.768.6126  
Email: bill\_bridgforth@ccpsnet.net

**Lafayette High School**

Williamsburg/James City County Public Schools  
Alan Robertson, Facilities Manager  
597 Jolly Pond Road  
Williamsburg, Virginia 23188  
Phone: 757.259.7157  
Email: robertsona@wjcc.k12.va.us

**Attachment A**

**PROPOSER'S ADDITIONAL INFORMATION  
(THOMPSON CONSULTING ENGINEERS)**

1. **Safety Performance (Contractor)** – Please provide the following information on a separate sheet of paper: **N/A**

- a. Experience Modification Factor (“EMF”) for past five years.
- b. A list of OSHA citations levied during the past three years. Describe the infractions and indicate whether there was a warning or fine imposed and the dollar amount of each.
- c. Details from your organization’s 2009 OSHA 200 log indicating:
  - Number of lost workday cases
  - Number of restricted workday cases
  - Number of cases with medical attention only
  - Number of fatalities

2. **Claims/Final Resolution/Judgments** – Have any of the following actions occurred on, or in conjunction with, any project performed by the Proposer, any affiliate, or their officers, partners or directors in the last five years?

- a. Legal Action Implemented by Proposer against Owner ..... Yes\_\_\_ No\_✓\_
- b. Legal Action Implemented by Proposer against Subcontractor ..... Yes\_\_\_ No\_✓\_
- c. Legal Action Implemented by Owner ..... Yes\_\_\_ No\_✓\_
- d. Legal Action Implemented by Subcontractor ..... Yes\_\_\_ No\_✓\_
- e. Settlement or Close-Out Agreement in effect with Owner ..... Yes\_\_\_ No\_✓\_
- f. Judgments..... Yes\_\_\_ No\_✓\_
- g. Arbitrations ..... Yes\_\_\_ No\_✓\_

If the answer to any of items a. through g. above is yes, provide details on a separate sheet for each instance.

3. **Schedule Control** – Does your company normally use a CPM scheduling control system? If yes, identify the system(s): \_\_\_\_\_ **N/A** \_\_\_\_\_

4. **Bankruptcy:** Has your business filed for bankruptcy in the last seven years or is your firm currently the debtor in a bankruptcy case? If yes, please explain the circumstances:

**No**  
\_\_\_\_\_  
\_\_\_\_\_

5. **Liquidated Damages Assessment:** Has your company ever been assessed liquidated damages in the past five (5) years on a construction contract? If yes, please explain the circumstances:

**N/A**  
\_\_\_\_\_  
\_\_\_\_\_

**Attachment A**

**PROPOSER'S ADDITIONAL INFORMATION  
(THOMPSON CONSULTING ENGINEERS)**

6. **Performance Bond Implementation:** Within the last five (5) years has your firm ever required any performance bond surety company to complete, or arrange for completion (take-over), of any contract originally awarded to your firm? If yes, please explain the circumstances:   N/A  

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7. **Contract Termination:** Within the last five (5) years, has your firm had a contract terminated for cause and/or ever had rights to proceed under a contract terminated? If yes, please explain the circumstances:   No/No  

---

Signed by:   Mark W. Thompson   Phone No.   (757) 599-4415    
Authorized Representative

Printed/Typed Name, Title: Mark W. Thompson, Principal, Chief Executive Officer

Company: Thompson Consulting Engineers



**Speight, Marshall & Francis, P.C. References**

**Consolidate Old Donation Center/  
Kemps Landing**

Virginia Beach City Public Schools  
Anthony Arnold  
2512 George Mason Drive  
Virginia Beach, Virginia 23456  
Phone: 757.263.1090  
Email: aarnold@vbschools.com

**Kellam High School**

Virginia Beach City Public Schools  
Anthony Arnold  
2512 George Mason Drive  
Virginia Beach, Virginia 23456  
Phone: 757.263.1090  
Email: aarnold@vbschools.com

**Virginia Beach Middle School**

Virginia Beach City Public Schools  
Anthony Arnold  
2512 George Mason Drive  
Virginia Beach, Virginia 23456  
Phone: 757.263.1090  
Email: aarnold@vbschools.com

**Page Middle School**

Gloucester County Public Schools  
Scott Shorland  
6489 Main Street  
Gloucester, Virginia 23601  
Phone: 804.693.5300  
Email: sshorland@gc.k.12.va.us

**Simonsdale Elementary School**

Portsmouth Public Schools  
PO Box 998  
Portsmouth, Virginia 23705  
Phone: 757.393.8751

**Sussex Elementary School**

Sussex County Public Schools  
Charles Harris  
PO Box 1368  
Sussex, Virginia 23884  
Phone: 434.246.5511

**Moss-Nuckols Elementary School**

Louisa County Public Schools  
David Szalankiewicz  
259 Buss Garage Road  
Mineral, Virginia 23117  
Phone: 540.894.5115  
Email: szalandj@lcps.k12.va.us

**Thomas Jefferson Elementary School**

Louisa County Public Schools  
David Szalankiewicz  
259 Buss Garage Road  
Mineral, Virginia 23117  
Phone: 540.894.5115  
Email: szalandj@lcps.k12.va.us

**Quantico Elementary School**

NAVFAC Washington  
1314 Harwood Street SE  
Washington Navy Yard, DC 20374

**Attachment A**

**PROPOSER'S ADDITIONAL INFORMATION**  
(PROVIDE FOR EACH PRIME FIRM)

1. **Safety Performance (Contractor)** – Please provide the following information on a separate sheet of paper:

- a. Experience Modification Factor (“EMF”) for past five years. *N/A*
- b. A list of OSHA citations levied during the past three years. Describe the infractions and indicate whether there was a warning or fine imposed and the dollar amount of each.
- c. Details from your organization’s 2009 OSHA 200 log indicating:
  - Number of lost workday cases
  - Number of restricted workday cases
  - Number of cases with medical attention only
  - Number of fatalities

2. **Claims/Final Resolution/Judgments** – Have any of the following actions occurred on, or in conjunction with, any project performed by the Proposer, any affiliate, or their officers, partners or directors in the last five years?

- a. Legal Action Implemented by Proposer against Owner ..... Yes\_\_\_ No<sup>X</sup>
- b. Legal Action Implemented by Proposer against Subcontractor ..... Yes\_\_\_ No<sup>X</sup>
- c. Legal Action Implemented by Owner ..... Yes\_\_\_ No<sup>X</sup>
- d. Legal Action Implemented by Subcontractor ..... Yes\_\_\_ No<sup>X</sup>
- e. Settlement or Close-Out Agreement in effect with Owner ..... Yes\_\_\_ No<sup>X</sup>
- f. Judgments ..... Yes\_\_\_ No<sup>X</sup>
- g. Arbitrations ..... Yes\_\_\_ No<sup>X</sup>

If the answer to any of items a. through g. above is yes, provide details on a separate sheet for each instance.

3. **Schedule Control** – Does your company normally use a CPM scheduling control system? If yes, identify the system(s): N/A

4. **Bankruptcy:** Has your business filed for bankruptcy in the last seven years or is your firm currently the debtor in a bankruptcy case? If yes, please explain the circumstances:

No  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. **Liquidated Damages Assessment:** Has your company ever been assessed liquidated damages in the past five (5) years on a construction contract? If yes, please explain the circumstances:

No  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Attachment A**

**PROPOSER'S ADDITIONAL INFORMATION**  
(PROVIDE FOR EACH PRIME FIRM)

6. **Performance Bond Implementation:** Within the last five (5) years has your firm ever required any performance bond surety company to complete, or arrange for completion (take-over), of any contract originally awarded to your firm? If yes, please explain the circumstances: No

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7. **Contract Termination:** Within the last five (5) years, has your firm had a contract terminated for cause and/or ever had rights to proceed under a contract terminated? If yes, please explain the circumstances: No

---

Signed by:  Phone No. 757-427-1020  
Authorized Representative

Printed/Typed Name, Title: Daniel W. Speight, P.E., President

---

Company: Speight, Marshall & Francis, P.C.

## Section 1 – Qualifications and Experience

### 10.1.4. – Personnel Experience



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

10.1.4. - Describe the experience and qualifications of the persons proposed for the following positions and their relevant experience on projects of similar size and complexity. All members of the proposer's team known to the Proposer shall be identified and submitted at this time. Proposer must dedicate all key personnel identified in the proposal to the project and may not make any changes without written approval from the Owner. No substitutions of the key personnel represented below will be accepted without prior approval by the City. Request for approval to substitute may be submitted by the Contractor only for reasons beyond Contractor's control. Approval by the Owner will not be granted unless the Contractor can demonstrate that the reason for the substitution is justified and that the substituting individual has, at a minimum, an equivalent level of experience comparable to that individual being substituted.

Key Personnel include the following:

- A. Design/Build Project Manager – Experience on design/build projects of similar scope is required.
- B. Design Project Manager – Experience with education facilities is required.
- C. Project Architect – Experience with education facilities is required.
- D. Construction Project Manager – Experience with projects of similar scope is preferred.
- E. Construction Superintendent – Experience with projects of similar scope is preferred.
- F. Civil Engineer – Experience with the City of Norfolk and/or NPS is preferred.
- G. Mechanical/Electrical Engineer – Experience with projects of similar scope are preferred.

Please see Exhibit 1 to view resumes for:

1. S.B. Ballard Construction

- Stephen B. Ballard – President – **A. - Design/Build Project Manager**
- Darrell Polokonis – V.P. Operations/Project Manager – **D. - Construction Project Manager**
- Lloyd Thomas – Assistant Project Manager
- Mark Payne – V.P. Pre-Construction Services/Chief Estimator
- Neal Barnes – Lead Estimator
- Candy Hennig – SWaM Program Manager
- Don Montague – **E. - Construction Superintendent**
- Johnny Johnson – General Superintendent
- Tim Patterson – V.P. Building Systems Engineering/Mechanical Engineer
- Larry Tipora – Project Engineer
- Phil Simon – Construction Quality Control Manager
- Chuck Bain – Safety Officer

2. RRMM

- Duane Harver, LEED AP – CEO/Principal – **B. - Design Project Manager**
- John Maddux – Principal/QA/QC/Project Oversight
- Jeffrey Harris – Principal – **C. – Project Architect**
- Robert Berz, LEED AP - Principal/ Project Architect
- Larry Simerson – Sr. Associate/Assistant Project Manager
- Chris Gossett – Sr. Associate/ Assistant Project Manager
- Karen Hermansky – Interior Designer/Space Planner
- Leigh Barker – Associate/Director of Interior Design
- Randell Brauner – Associate/ Director of Construction Administration
- Jason Sturniolo – Project CAD Manager

## Section 1 – Qualifications and Experience

### 10.1.4. – Personnel Experience



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

#### 3. Waller, Todd & Sadler

- William Schwegler, AIA – Principal-in-Charge
- Howard Collins, AIA – Project Architect
- Maureen McElfresh – Project Manager/CADD/Revit
- Jeffrey Pierce, LEED AP – LEED Project Administrator/CADD/Revit
- Marsha Tucker, CID, LEED AP – Interior Designer

#### 4. Livas Group

- Elbert Walker, Jr. – Principal-in-Charge
- John Spencer – Project Architect
- William Milligan, III – Project Manager
- Charles Allen – Project Planner
- George Faulkner, Jr. – Project Manager
- Ezell Washington – Project Manager

#### 5. Kimley-Horn

- Eddie Marscheider, P.E. – Principal-in-Charge
- Dave France, P.E. – Project Manager
- Robyn Niss, P.E. – Project Engineer
- Carroll Collins, P.E. – Traffic Engineer
- Karl Mertig, CPESC – Environmental Scientist

#### 6. Thompson Consulting Engineers

- Mark Thompson – P.E., LEED AP – Principal/Chief Executive Officer
- Kevin Allen, P.E., LEED AP – Principal/President
- George Chappell, Jr. – Principal/Executive Vice President

#### 7. Speight, Marshall & Francis, P.C.

- Daniel Speight, P.E. – President/Principal Structural Engineer
- Jonathan Walesczyk, P.E. – Partner / Director of Operations/Principal Structural Engineer/Project Manager

#### 8. Raymond James

- Ronald Tillett – Managing Director
- James Johnson – Managing Director
- Chris Spelbring – Senior Vice President
- Dianne Klaiss – First Vice President
- Casy O'Brien – Managing Director
- Ben Laponite – First Vice President
- Ben Landers – Managing Director

*Section 1 – Qualifications and Experience*  
*10.1.4. – Personnel Experience*



**Norfolk Public Schools**  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

9. Kaufman & Canoles Consulting

- Doug Smith – President

10. Kaufman & Canoles

- Vincent Mastracco, Jr. – Partner
- Charles McPhillips - Partner
- George Consolvo – Partner
- Kevin White – Associate
- Charles Land – Partner



## Section 1 – Qualifications and Experience

### 10.1.5. – Points of Contact



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

**10.1.5. - Provide the names, addresses and telephone numbers of persons within the firm or consortium of firms making the proposal who may be contacted for further information.**

#### **S.B. Ballard Construction Company – Developer/General Contractor**

Stephen B. Ballard  
President/CEO/Project Executive  
2828 Shipps Corner Road  
Virginia Beach, Virginia 23453  
Office: 757.440.5555  
Cell: 757.647.5555  
Email: sballard@sballard.com



#### **RRMM –Architect**

Duane Harver  
CEO/Principal  
1317 Executive Boulevard, Suite  
200 Chesapeake, VA 23320-3859  
Office: 757.622.2828  
Cell: 757.477.1502  
Email: jmaddux@RRMM.com

#### **Waller, Todd & Sadler – Associate Architect**

William W. Schwegler, AIA, NCARB, REFP  
Chief Operating Officer  
1909 Cypress Avenue  
Virginia Beach, VA 23451  
Office: 757.417.0140  
Cell: 757.286.9030  
Email: wwschwegler@wtsarch.com



#### **The Livas Group Architects, P.C. – Associate Architect**

William H Milligan, III  
Chief Operating Officer  
246 West Freemason Street  
Norfolk, VA 23510  
Office: 757.627.0896  
Cell: 703.868.2788  
Email: wmilligan3rd@livasgroup.com

#### **Kimley-Horn & Associates – Civil Engineering**

Eddie Marscheider  
Vice President  
501 Independence Parkway  
Chesapeake, VA 23320  
Office: 757.548.7300  
Cell: 757.355.6641  
Email: eddie.marscheider@kimley-horn.com

**Section 1 – Qualifications and Experience**  
**10.1.5. – Points of Contact**



**Norfolk Public Schools**  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

**Thompson Consulting Engineers – Plumbing, Mechanical, Electrical Engineering**

Kevin Allen  
President  
22 Enterprise Parkway  
Hampton, VA 23666  
Office: 757.599.4415  
Cell: 757.599.4413  
Email: kallen@mjtengineers.com

**Speight, Marshall & Francis – Structural Engineering**

Danny Speight  
President  
2125 McComas Way  
Virginia Beach, VA 23456  
Office: 757.427.1020  
Cell: 757.652.3339  
Email: dws@smandfcom



**Raymond James – Financial Consultant**

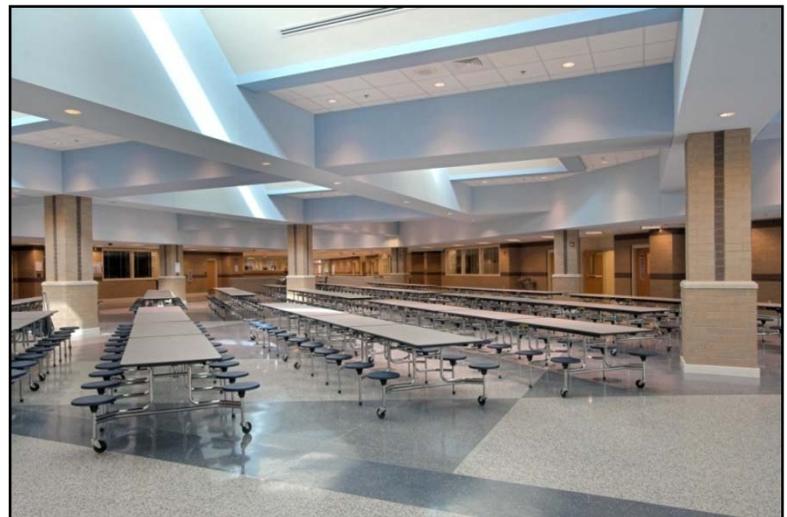
Ronald L. Tillett  
Managing Director, Investment Banking  
951 East Byrd Street, Suite 930  
Richmond, Virginia 23219  
Office: 804.225.1148  
Cell: 804.356.6800  
Email: ron.tillett@raymondjames.com

**Kaufman & Canoles Consulting – Public Communications Consultant**

Douglas L. Smith  
President & CEO  
150 West Main Street, Suite 2100  
Norfolk, Virginia 23510  
Office: 757.624.3114  
Email: dlsmith@kaufcanconsulting.com

**Kaufman & Canoles – Legal Consultant**

Vincent J. Mastracco, Jr.  
Partner  
150 West Main Street, Suite 2100  
Norfolk, Virginia 23510  
Office: 757.624.3213  
Email: vjmastracco@kaufcan.com



*Section 1 – Qualifications and Experience*  
**10.1.6. – Financial Statement**



**Norfolk Public Schools**  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

**10.1.6. - Provide a current or most recently audited financial statement of the firm or firms and each partner with an equity interest of twenty percent or greater.**

*\* See Tab 10.1.6. – Financial Statement for this Proprietary/Confidential Information in Volume 2.*

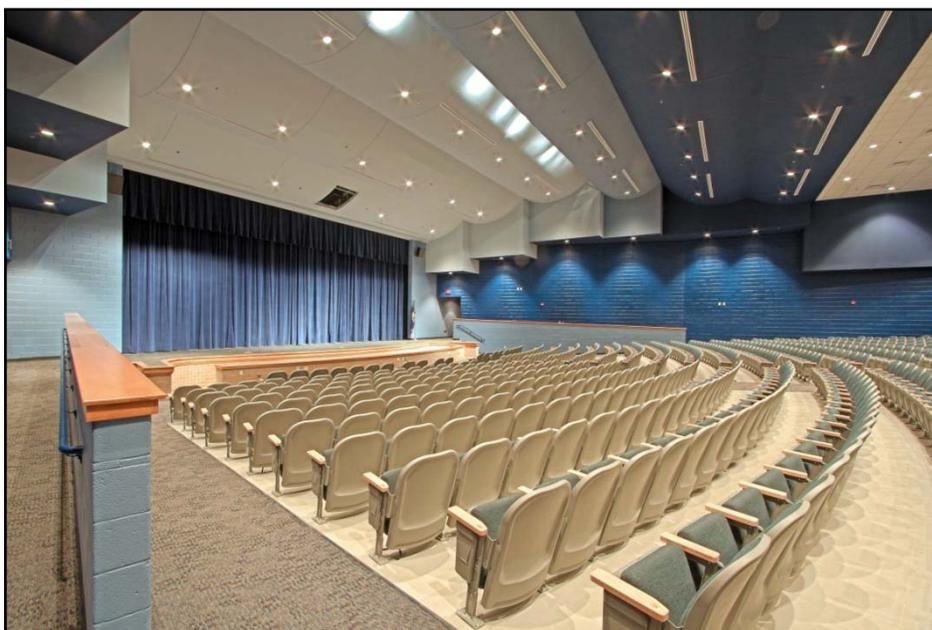


**Section 1 – Qualifications and Experience**  
**10.1.7. – Conflicts of Interest**



**10.1.7. - Identify any persons known to the Proposer who would be obligated to disqualify themselves from participation in any transaction arising from or in connection to the project pursuant to the Virginia State and Local Government Conflict of Interest Act (COIA), Chapter 31 (§ 2.2-3100 et seq.) of Title 2.2. of the Code of Virginia, 1950, as amended).**

There are no persons known to S.B. Ballard Construction Company or any associate firms that would be obligated to disqualify themselves from participation in any transaction arising from or in connection to this project as per the cited statute or for any other reason.



**Section 1 – Qualifications and Experience**  
**10.1.8. – Sworn Certifications**



**10.1.8. - Provide for each firm, major contractor or major subcontractor that will perform construction and/or design activities, a sworn certification by an authorized representative of the firm attesting to the fact that it is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.**

Please see sworn certifications for:

- S.B. Ballard Construction Company
- RRMM Architects
- Waller, Todd & Sadler Architects
- Livas Group Architects
- Kimley-Horn & Associates
- Speight, Marshall & Francis
- Thompson Consulting Engineers





**S.B. BALLARD**  
CONSTRUCTION  
COMPANY

November 26, 2013

Reference: Request for Proposals for the Schools PPEA  
Article 10.1.8. – Debarment Certification

***Provide for each firm, major contractor, or major subcontractor that will perform construction and/or design services, a sworn certification by an authorized representative of the firm, major contractor or subcontractor attesting to the fact that it is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.***

By my signature below, I do hereby certify, swear and/or affirm that S.B. Ballard Construction Company is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.

  
\_\_\_\_\_  
Stephen B. Ballard  
President/CEO

11/26/13  
Date

  
\_\_\_\_\_  
Witnessed By:

11/26/13  
Date



November 26, 2013

**Re: Request for Proposals for the Schools PPEA  
Article 10.1.8. – Debarment Certification**

John B Maddux, Jr  
Benjamin S Motley  
Mathew H Astrin  
Kevin T Ball  
Robert S Berz  
Donna A Elliott  
Joseph C Freeman  
Jaime G Garcia  
Jeffrey A Harris  
Duane M Harver  
Dan H Hickok, Jr  
Dinna F Magno  
Kevin M Seymour  
Michael L Smith

Ashton N Banks  
Leigh A Barker  
Brian E Bonson  
C William Boyce  
Randell E Brauner  
Byron C Bueno  
John TH Dordini  
Christopher T Gossett  
Dan A Harshbarger  
H Joseph Hoffman, IV  
David R Jones, Jr  
Phillip B Meadows  
Katie A O'Neal  
Lori A Sherwood  
Larry R Simerson  
Jason F Stumliolo  
Jason C Wilson  
Craig S Yarborough

*Provide for each firm, major contractor, or major subcontractor that will perform construction and/or design services, a sworn certification by an authorized representative of the firm, major contractor or subcontractor attesting to the fact that it is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.*

By my signature below, I do hereby certify, swear and/or affirm that RRMM Architects, PC is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.

RRMM ARCHITECTS, PC

Duane M. Harver  
Principal/Chief Executive Officer  
Director of K-12 Design

COMMONWEALTH OF VIRGINIA:  
CITY/COUNTY OF chesapeake, to-wit:

The foregoing instrument was acknowledged before me this 26th day of November, 2013

\_\_\_\_\_  
Notary Public

Registration No.: 7174461  
expires 04-30-16

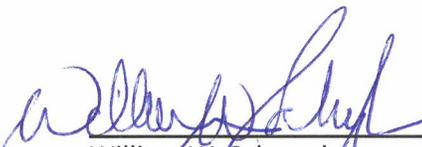


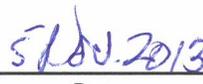
November 26, 2013

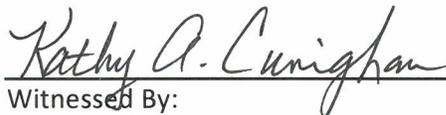
**Re: Request for Proposals for the Schools PPEA Article 10.1.8. – Debarment Certification**

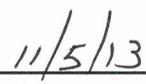
**Provide for each firm, major contractor, or major subcontractor that will perform construction and/or design services, a sworn certification by an authorized representative of the firm, major contractor or subcontractor attesting to the fact that it is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.**

By my signature below, I do hereby certify, swear and/or affirm that Waller, Todd & Sadler Architects, Inc. is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.

  
\_\_\_\_\_  
William W. Schwegler  
Chief Operating Officer

  
\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Witnessed By: Kathy A. Cunighan

  
\_\_\_\_\_  
Date





**THOMPSON**  
*Consulting Engineers*

22 Enterprise Parkway  
Suite 200  
Hampton, VA 23666  
Tel: (757) 599-4415  
Fax: (757) 599-4113

*Principals*

MARK W. THOMPSON, P. E.  
KEVIN D. ALLEN, P. E.  
GEORGE H. CHAPPELL, JR

*Senior Associates*

KENZIE CAMBAR

*Associates*

MICHAEL D. STOVER  
MATTHEW N. HALTNER  
NADER C. VASDIKI, P.E.

November 26, 2013

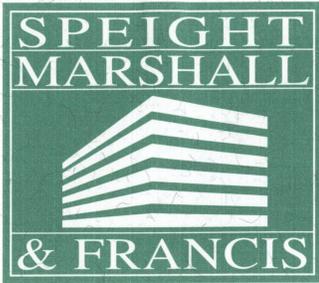
Reference: Request for Proposals for the Schools PPEA  
Article 10.1.8. – Debarment Certification

***Provide for each firm, major contractor, or major Subcontractor that will perform construction and/or design services, a sworn certification by an authorized representative of the firm, major contractor or subcontractor attesting to the fact that it is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.***

By my signature below, I do hereby certify, swear and/or affirm that Thompson Engineering Consultants is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.

Mark W. Thompson      11/26/13  
Mark W. Thompson, P.E.      Date  
Principal, Chief Executive Officer

Kevin D. Allen      11/26/13  
Witnessed by:      Date  
Kevin D. Allen, P.E.  
Principal, President



A Professional Corporation

November 22, 2013

Reference: Request for Proposals for the Schools PPEA

Structural Engineering



Special Inspections

2125 McComas Way  
Suite 103

Virginia Beach, VA  
23456

757.427.1020 tel

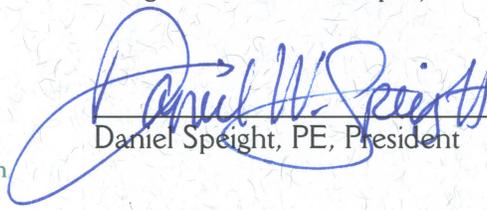
757.427.5919 fax

a-team@smandf.com

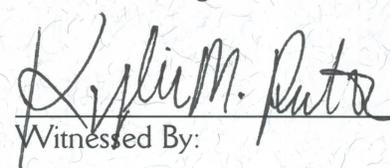
Article 10.1.8. – Debarment Certification

*Provide for each firm, major contractor, or major subcontractor that will perform construction and/or design services, a sworn certification by an authorized representative of the firm, major contractor or subcontractor attesting to the fact that it is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.*

By my signature below, I do hereby certify, swear and/or affirm that Speight, Marshall & Francis, P.C. is not currently debarred or suspended from government design or construction projects by any federal, state or local government entity.

  
Daniel Speight, PE, President

11-22-13  
Date

  
Kiplin M. Pate

Witnessed By:

11/22/13  
Date

Daniel W. Speight, P.E.



Matt J. Marshall, Jr., P.E.



Matt L. Francis

**Section 2 – Project Characteristics**  
**10.2.1 – Management Narrative**



**Norfolk Public Schools**  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

**10.2.1. - Provide a narrative explaining your approach to successfully managing the design and construction of the Project. Include a description and examples of how you will manage cost, quality and schedule.**

*\* See Tab 10.2.1. – Narrative for this Proprietary/Confidential Information in Volume 2.*



**Section 2 – Project Characteristics**  
**10.2.2. – Project Description**



**Norfolk Public Schools**  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

**10.2.2. Provide a description of the Project, including the conceptual design. Describe the proposed Project in sufficient detail so that type and intent of the Project, the location, and the communities that may be affected are clearly identified. Where elements of the school program, building construction, building systems, information technology and security systems, finishes, furnishings, fixtures, and equipment and other elements are not prescribed, provide definition and description of the proposed elements for the Owner’s evaluation. The Owner may request additional information or adjustment of the Proposal if additional criteria are subsequently identified and specified for one or more schools.**

*\* See Tab 10.2.2. – Project Description for this Proprietary/Confidential Information in Volume 2.*



## Section 2 – Project Characteristics

### 10.2.3. – Work Performed by Owners



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

#### 10.2.3. - Identify and fully describe any work to be performed by the City, NPS or any other public entity.

Our experience with similar projects has shown that involvement and communication with the Owner will result in a successful project. The SBBCC team looks forward to working closely with the City of Norfolk, Norfolk Public Schools and all other stakeholders during all phases of this multi-facility program. Our team expects that the Owners will perform the following functions:



1. Provide input and performance requirements during review of this Conceptual Phase and for the subsequent Detailed Phase of the PPEA process for this proposed program.
2. Proceed immediately with final contract negotiation and award to allow the design and preconstruction activities to begin as shown on our proposed schedule.
3. Undertake and complete the land exchange required to commence work on the proposed new Broad Creek School facilities.
4. Provide any available geotechnical information, existing utility information or environmental surveys pertinent to any of the proposed school location sites.
5. Attend and participate in Planning, Programming, Pre-Construction and Construction Programming meetings.
6. Assist the SBBCC team by providing all required information needed to facilitate the procurement of zoning, land use, or building permits.
7. Designate SBBCC to act as your agent-of-record, limited to granting us the authority to apply for water & sewer services and to arrange for electrical power relocation studies to commence.
8. Work in cooperation with SBBCC and our design team partners to submit all initial and follow-up registration information for the required LEED certification of the projects, should the owner want to extend additional funds to achieve a higher LEED certification.
9. Review and approve the design throughout the entire process. Provide early responses on all requests for material or system application approvals.
10. Designate one individual to be available throughout the entire course of construction to address issues that require Owner input. This person needs final decision-making power.
11. Review and approve applications for payment.
12. Review and approve any requirements to utilize any of the proposed Allowances or Contingencies when required.

## Section 2 – Project Characteristics

### 10.2.4. – Permits and Approvals



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

#### 10.2.4. - Include a list of all federal, state, and local permits and approvals required for the Project and a schedule for obtaining such permits and approvals.

##### Site Plans

The City of Norfolk Department of Planning must review and approve site plans for each new school. The zoning of each of the proposed sites currently allows a school as a permitted use; rezoning or conditional use permits will not be required. Site plans will address setbacks, layout, access, Storm Water Management (SWM), utility systems, landscaping, site lighting, and all erosion and sediment control issues. The City requires a traffic study for any site where there is a change in proposed traffic flow. The site plan review and approval process normally requires 4-6 months, with the option to commence limited erosion control, clearing and incidental grading prior to the final plan approval.



##### Stormwater Plans

A Virginia Stormwater Management Program (VSMP) permit for each site must be obtained from DCR. As a condition of this permit, a Stormwater Pollution Prevention Plan (SWPPP) must be prepared, approved and maintained on site. The VSMP cannot be applied for until the City approves the site plans. The time for receipt of the VSMP permit is typically 15 days. The City needs to consider timing and additional funds needed to meet this.

##### Health Department

If off-site waterline extensions or relocations of 8” diameter or greater are proposed, a permit will be required from the Virginia Department of Health (VDH). If this permit is required, the VDH will not review the plans until after the City has approved them. The typical VDH approval cycle is 60-90 days. Health Department review and approval of all school kitchens is also required and occurs during each design phase of the building construction documents.

##### VDEQ

If off-site sanitary sewer extensions/relocations are required (new code 9VAC25-870), or if a new sanitary pumping station is proposed and the service requirements exceed 40,000 gallons per day or the pumping station rate exceed 20 gallons per minutes, then the Virginia Department of Environmental Quality will need to provide a Certificate to Construct and a Certificate to Operate. The turnaround time required in a normal application is 30 days.



##### Environmental

Several of the proposed school sites have a Resource Protection Area (RPA) buffer. Encroachments into these buffers require approval from the City and will be obtained as part of the site review process.

Several of the proposed schools sites contain tidal and non-tidal wetlands. There are no planned impacts into these wetland areas with any of our proposed construction activities.

## Section 2 – Project Characteristics

### 10.2.4. – Permits and Approvals



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

#### Norfolk Design Review Committee

The City of Norfolk’s “Norfolk Design Review Committee” (NDRC) reviews all exterior alterations and new construction of public projects on City or Norfolk Public Schools property and recommends to the Planning Commission issuance of Certificates of Appropriateness (COA's). Projects proposed here are not located in Local Historic Districts and proposed demolition does not involve buildings listed on the National Park Service National Register of Historic Places.

Therefore, NDRC recommendations are expected to be based on neighborhood context and committee members’ judgment. The application, review and approval process will take place during the design phases. Per NDRC protocol, our team will present to and address the concerns of each school’s neighborhood community. We will then present preliminary, progress and final designs to the NDRC addressing the committee’s concerns and obtaining its approval.



#### City of Norfolk Plans Review

We will submit to and obtain building permits from the City of Norfolk Plans Review Department. We will meet with City plan reviewers during design phases and submit final plans at the end of the construction documents phase of each project. Due to the staggered nature of each project and the separate demolition and construction phases, it is anticipated that each project may have separate permits for demolition, site preparation and building construction.

#### Hazardous Materials Abatement Permits

Where demolition requires removal of certain asbestos-containing materials, we will obtain appropriate disturbance and disposal permits from the Virginia Department of Labor and Industry (DOLI). Applications must be submitted a prescribed number of days prior to activity and are not expected to affect demolition and construction schedules.

#### Virginia Department of Education

As required by the Code of Virginia, before beginning a public school construction or renovation project, notice of the project, letters of approval and plans and specifications must be submitted to the Virginia Department of Education. Forms are submitted for information, verification that Virginia standards of quality are met and do not affect project schedule. Forms include: Architect/Engineer Project Statement, Division Superintendent Approval, Project Requirement Checklist, Project Requirement Timeline, and School Construction Cost Data.



*Section 2 – Project Characteristics*  
*10.2.5. – Adverse Impacts*



**10.2.5. - Identify any anticipated adverse social, economic, and environmental impacts of the Project. Specify the strategies or actions to mitigate any known adverse impacts of the Project.**

At this time the SBCC team has not identified any anticipated adverse social, economic or environmental impacts for the proposed Project.





**10.2.6. - Identify the projected positive social, economic and environmental impacts of the Project.**

**Positive Social Impacts**

- **Community Outreach.** The SBBCC/RRMM/WTS/Livas team understands the necessity and benefits of involving, informing and developing strong working relationships with the residents of the City of Norfolk and the surrounding region. The majority of our work has been in heavily populated urban environments where success can only be achieved through consideration and cooperation with the local jurisdictions and residents. We will be your partner in working with the people of Norfolk, and a good neighbor that meets its commitments and keeps its promises.

- **An Exceptional Local Business Plan.** Our innovative and aggressive program to maximize the participation of existing City of Norfolk SWaM and other local businesses, which is described in greater detail in our proposal, will generate the highest possible levels of participation by talented local, small, woman-owned and minority businesses. This plan will have the effect of opening-up a greater proportion of the work for strong local participation than any other inclusion program we are aware of. We will do this by:



- Attending public Town Hall meetings to generate response and interest
- Provide education and training sessions in public sector contracting requirements
- Provide custom-tailored scopes of work
- Provide practical-sized bid packages
- Provide opportunities for mentoring of smaller firms

- **Expedient Design Process.** The SBBCC/RRMM/WTS/Livas team is ready to start the design process *immediately*, and proposes that the initial Design Program Charrettes and Neighborhood Town Hall meetings commence immediately after the City has provided an Interim Comprehensive Agreement to move forward on this project with our team.

**Positive Economic Impacts**

- **Guaranteed Occupancy.** The SBBCC team will guarantee that the new schools will be completed on or before the dates stipulated in our preliminary schedule if the City and NPS completes the required land exchange, facility transfers and contract award dates discussed. ***Our proposed building program will assure that multiple schools are available and ready for occupancy in less than five (5) years. All five schools can be completed by June 2017.***

**In fact, under our proposed approach, the Campostella K-8 school facility will require an overall duration including Community Input, Design, Construction & Move-in of just 28 months; a full 8 months sooner than required by the traditional NPS method of procurement.**

Section 2 – Project Characteristics  
10.2.6 – Positive Impacts



- **Guaranteed Pricing.** The SBBCC team will guarantee the pricing stipulated in our proposal. *Our proposed program will assure that these new schools facilities will be built at a cost under the Owner’s current projections. Our price includes all listed costs, many of which that are normally assumed by the City and NPS in a design/bid/build job. These are ‘turnkey’ prices without surprises or escalations unless the Owner requests an increase in scope or programming. This translates into several million \$ in savings by utilizing our proposed program. It is important to note that OUR Team’s proposal is guaranteed at submission, not months later.*
- **Reduced Design Risk.** Under this scenario the risks involved with design and document deficiencies are completely assumed by the SBBCC/RRMM/WTS/Livas team, not Norfolk Public Schools or the City of Norfolk. Your occupancy dates and final prices are assured before the designs are completed.
- **Lower Cost.** By awarding all schools included in our proposal the City of Norfolk gains tremendous economies of scale as well as benefiting from some of the most competitive construction costs seen in the past 80 years. This simultaneous award process allows SBBCC the ability to do the same with the subcontractor community, while they in turn gain the same benefit with their own suppliers. The City gets the highest quality schools, delivered over the next 3-to-5 years, at today’s pricing.
- **Financing Assistance.** As described in Volume 2 of our proposal, SBBCC has included a unique program that will allow the City and Norfolk Public Schools to immediately move forward with the design and construction of these new schools without delay, while realizing the most competitive financing options available in the market today.
- **Long Term Economic Growth.** Norfolk’s commitment to the future well-being of their school system should translate into a higher level of confidence and optimism among its citizens, including the business community, generating increased private development and an expansion of the tax base.





**Positive Environmental Impacts**

- **LEED Certifiable.** Drawing on the exceptional experience acquired by the management teams at SBBCC, RRMM, WTS and Livas Group with achieving LEED certification. Should the owner decide to extend additional funds to achieve a high LEED certification, the SBBCC team can provide additional pricing, however, at this time, all schools do meet the LEED certifiable standards. The incorporation of these LEED applications ensure that the schools have been built to the highest energy-efficiency and sustainable standards and is a further indicator of the overall quality of the end product, while assuring both City Council and the School Board that their new schools can be operated at the lowest possible cost throughout their entire life cycle. All of the fundamental requirements to achieve actual LEED certification will be in place should the ownership determine to proceed to this level. Even if the City of Norfolk and NPS does not choose to pursue LEED Certification, the projects can and will be designed as high performing and energy efficient sustainable buildings.
- **Building Information Modeling System (BIM).** Using this innovative technology, all mechanical and electric systems will be fully integrated and monitorable. Utilizing this system the facilities management and maintenance staff of each school will be able to review the condition, monitor the performance, troubleshoot any problems and schedule routine maintenance activities on every major mechanical and electrical system component throughout the entire project. This cutting-edge system fully integrates the construction plans, specifications, cut sheets, service manuals and maintenance schedules into one, easy to access and use program that dramatically minimizes the time and effort usually spent to determine a defect, while eliminating errors on the part of those charged to maintain the facilities.





**Section 2 – Project Characteristics**  
**10.2.7 – Schedule**

**10.2.7. - Identify the proposed schedule for the work on the Project, including the estimated time for completion, and identify contingency plans for addressing public needs in the event that all or some of the Project is not completed according to the proposed schedule.**

**\* See Tab 10.2.7. – Schedule for this Proprietary/Confidential Information in Volume 2.**

Award MOU for all five schools – December 20, 2013

Campostella completion – December 2015 +/-

Camp Allen completion – August 2016 +/-

Broad Creek completion – October 2016 +/-

Larchmont completion – December 2016 +/-

Ocean View completion – June 2017 +/-



**Section 2 – Project Characteristics**  
**10.2.8 – Assurances for Timely Completion**



**10.2.8. - Propose allocation of risk and liability for work completed beyond the agreement's completion date, and assurances for timely completion of the project.**

S.B. Ballard Construction Company has a long history of successfully completing **all projects entrusted to us on or ahead of schedule**. In over three decades of business operations, we have never missed a date for beneficial occupancy by the Owner. Our team has carefully considered this project and all of its unique characteristics and, after extensive consultation, has prepared the preliminary schedule attachment included in Proprietary Section 10.2.7 which illustrates how the work will be approached and successfully completed within the stated timelines.



We are confident that we have properly sequenced the various phases and that we possess adequate resources to execute the work.

SBCC anticipates that a CPM schedule including up to 3,000 identified activities will be produced initially and maintained during the project duration. This schedule will include all national holidays as well as NOAA weather data applicable to Norfolk that shows average adverse weather days. This information will be input to the CPM schedule.

SBCC also anticipates constructing ring roads around the entire building perimeters to ensure that masonry and steel erector contractors have unimpeded access to the buildings at all times. We will further engage the awarded site contractor to keep adequate equipment and staff on-site to manage the maintenance and upkeep of temporary entrances and access roads, including minor snow removal and mud mitigation requirements. This program will be further explained during our oral presentation if invited to proceed further on the project.

That being said, a prudent Owner would require additional assurances that the project will be completed in accordance with the terms and conditions of the agreement. Accordingly, SBCC has included the cost of providing 100% Payment & Performance Bonds to the City of Norfolk as a Guarantee that the work will be completed in accordance with the schedule. In order to further protect the interests of the school district, we would recommend that a daily damages value be established to reimburse the Owner for certain irretrievable costs incurred should the facilities not be completed for their primary use on schedule.



**10.2.9. - Identify assumptions related to ownership, legal liability, law enforcement, and operation of the Project and the existence of any restrictions on the City's and NPS's use of the project.**

The City of Norfolk and Norfolk Public Schools will retain the same ownership rights and responsibilities on these new facilities as they currently do on any other school in the City, including legal liability, law enforcement, and ongoing operation of the complex.

SBCC does not recognize or mandate any restrictions on the Owner's use of any of the schools included in the project following the issuance of the Certificate of Occupancy for that particular facility.



*Section 2 – Project Characteristics*  
*10.2.10 – Phased Openings*



**10.2.10. - Provide information relative to phased or partial openings of the proposed project prior to completion of the entire work.**

At this time, SBBCC does not anticipate any partial occupancy of any of the base/core schools by the Owner prior to the issuance of a Certificate of Occupancy for that specific school. As clearly identified in our preliminary project schedules found in Section 10.2.7 of Volume 2 of our proposal, the completion times and planned occupancy dates of the various schools in our proposed program are of course staggered. As the project schedule is further defined, we would be happy to cooperate with the City and Norfolk Public Schools to review any needs that could best be met by modifying select schedule dates, should those needs arise.



There is potential for limited phasing of the new Camp Allen Elementary School, depending on the ultimate design and building placement relative to the existing building due to site constraints. That phasing work is readily identifiable in the current conceptual plan and is an issue that will require further consideration as the project moves forward.

SBBCC does anticipate that certain Owner activities and other move-in work would be desirable, occurring 60 to 90 days prior to the final turnover of the buildings to the Owner. In this situation the Owner would be responsible for follow-up cleaning and any repairs required due to damages by their forces during these transitions.

SBBCC has done this many times in the past and has found that if the Owner provides their own maintenance staff to be on-site during this transition to handle these requirements, it is a fair exchange for the benefits of gaining partial early occupancy for staff training, etc.

*Section 2 – Project Characteristics*  
*10.2.11 – Project Standards*



**Norfolk Public Schools**  
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**10.2.11. – Describe any architectural, building, engineering or other applicable standards that the Project will meet. Describe the intent for LEED certification, as described in section 1.4.6., for each school that is part of the budget.**

*\* See Tab 10.2.11. – Project Standards for this Proprietary/Confidential Information in Volume 2.*



## Section 2 – Project Characteristics

### 10.2.12 – Contingencies



Norfolk Public Schools  
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#### 10.2.12. - List any contingencies that must occur for the Project to be successful.

S.B. Ballard Construction Company has an exceptional reputation for delivering difficult and complicated projects on time and on budget. We develop aggressive schedules for projects and work diligently with our subcontractors and suppliers to include their input and their contractual acceptance of the responsibilities for maintaining the schedule. Our efforts have consistently resulted in levels of efficiency and productivity that have continued to solidify our reputation for always completing every project on time and on budget.



To achieve this level of success it is necessary throughout the planning process to anticipate and prepare for the possibility of delays and to be sufficiently flexible to adjust to changing circumstances when they arise. When planning and forecasting scheduled work activities, SBBCC will follow-up on subcontractor progress, as well as double-check their material sources independently, to assure ourselves and our clients that every possible proactive action is being taken to assure the integrity of the schedule and the budget. Through this well-developed system of due diligence, delays that could negatively impact project schedules are identified early, at a time when they can most likely be successfully reduced in impact or minimized as to effect.

SBBCC has put an owner contingency in our pricing of approximately 3%. We feel the largest contingency that needs to be considered in order to eliminate delays is to elect one decision maker for each entity. The decision makers should gather input from everyone on the City of Norfolk and NPS board as well as the public, Principals, etc. and have the authority to make a final decision that results in the best interest of everyone involved.

In the unusual event that major delays are realized, SBBCC will reevaluate the schedule and make adjustments in manpower levels, revise work sequencing, extend work hours, and supplement crews of subcontractors if required. Once the potential delay has been clearly determined, a revised schedule is issued that includes all viable activities that can be made to reduce the length of delays.

As detailed in our Proprietary – Section 10.3.1 Preliminary Estimate, we have attempted to plan for reasonably anticipatable contingency requirements in our budget assumptions for this program through



the use of specific identified Allowances. Drawing on our extensive and unmatched level of experience with local conditions, historical construction means and methods, and familiarity with this area's material markets, we believe we have established allowances for many reasonably anticipated occurrences on the various proposed sites. As described in that section specific sums allocated to fixed-sum allowances are available should unforeseen conditions mandate their usage.



**10.2.13. - List any other assumptions relied upon for the Project to succeed.**

- Our proposal assumes that the City and Norfolk Public Schools will expedite and finalize the land exchange required with Norfolk Housing Redevelopment Authority to permit the commencement of Broad Creek in the time frame indicated on our preliminary schedule.
- Our proposal assumes that the City will issue an interim comprehensive agreement to SBCC on or before December 15, 2013, allowing pre-design charrettes and neighborhood town hall meetings to be scheduled, and for site development design activities to commence.
- We assume that the City of Norfolk will waive standard site development and building permit fees for these individual school projects.
- Our proposal assumes that your timely authorization will be granted for our full proposed program, allowing our design team members to undertake the pre-design activities on multiple facilities simultaneously, and for the SBCC team to lock-in the best available pricing due to bulk purchasing capabilities.
- Our proposal is based on the school sizes, student counts, and grade-level uses as outlined in our Proprietary Section 10.2.2. – Project Description, specifically as indicated in the attached Space Allocation Summary for each type school.
- We assume that the City of Norfolk will work together with our team towards reasonable and timely reviews as we seek the common goal of providing Norfolk Public Schools with new and improved schools. Timely reviews of site and building plans are critical to the proposed schedules identified in Section 10.2.7 in the Proprietary Book.





**Section 3 – Project Financing**

**10.3.1 – Preliminary Estimate**

**10.3.1. - Provide a preliminary estimate for the Core Project and Alternatives itemized for each school. Indicate if the Project cost estimate is a Guaranteed Maximum Price bid as well as your assumption as to when each specific school is constructed. Provide a cashflow/drawdown schedule related to the proposed school construction plan.**

**\* See Tab 10.3.1. – Preliminary Estimate for this Proprietary/Confidential Information in Volume 2.**



*Section 3 – Project Financing*

**10.3.2 – Davis Bacon**

**10.3.2. – Please indicated if your proposed cost is based upon meeting wage requirements under the Davis-Bacon Act for Campostella K-8 School, or if not, estimate the potential increase in your bid if you were required to comply with the Act for the entire bid.**

Yes, Davis-Bacon Wage Determination General Decision Number VAVA1301119 06/28/2013 VA119 is included in the SBBCC pricing for both the Campostella K-8 Core Project and the Campostella STEM K-8 Alternative Project pricing presented in Section 10.3.1 Preliminary Estimate in Volume 2 of our proposal.

Please note that this statement of full compliance also extends to Section 5.5, Article (ii) (A) of the Act, which stipulates that all trade workers on this project must be paid an appropriate scale wage, regardless of whether their particular classification is currently included in the above referenced General Decision Number. SBBCC has extensive experience with similar rate-protected projects and fully understands the legal requirements and the processes required to submit the appropriate applications to the Department of Labor for wage scale assignments of missing trade classifications. This assures that all workers employed on the project are treated legally and fairly.

**Section 3 – Project Financing**

**10.3.1., 10.3.3., 10.3.4., 10.3.5., 10.3.6. & 10.3.7**



**10.3.3. - The Owner’s current plan is to finance the Project through the issuance of General Obligation bonds. However, the Owner needs to stay within the boundaries of its current debt capacities as well as available revenue constraints which will likely lead to a phasing of the schools. Submit an Optional plan (or indicate a decline to provide an Option) for the development, financing, and operation of the Project showing the anticipated schedule on which funds will be required. Describe the anticipated costs of the proposed sources and uses for such funds including any anticipated debt service costs. The financing plan should clearly identify any equity participation on behalf of the Proposer. Please describe any alternative structures that you believe the owner should consider to accelerate the process.**

***\* See Tab 10.3.3 – Anticipated Cost/Funds Source & Schedule for this Proprietary/Confidential Information in Volume 2.***

**10.3.4. - Include a list and discussion of assumptions underlying all major elements of the plan. Assumptions shall include all fees associated with financing given the recommended financing approach and disclose all interest rate assumptions. Also disclose any ongoing operational fees, if applicable, as well as any assumptions with regard to increases in such fees.**

***\* See Tab 10.3.4. – Major Financing Assumptions for this Proprietary/Confidential Information in Volume 2.***

**10.3.5. - Identify all anticipated risk factors and methods for dealing with them.**

***\* See Tab 10.3.5 – Anticipated Financial Risk Factors for this Proprietary/Confidential Information in Volume 2.***

**10.3.6. - Identify any local, City, state, or federal resources that the Proposer contemplates requesting for the Project. Describe the total commitment, if any, expected from government sources (and identify each source) and the timing of any anticipated commitment. Such disclosure should include any direct or indirect guarantees or pledges of the City’s credit or revenue.**

***\* See Tab 10.3.6. – Public Resources for this Proprietary/Confidential Information in Volume 2.***

**10.3.7. - Identify the amounts and the terms and conditions for any revenue sources.**

***\* See Tab 10.3.7. – Revenue Sources for this Proprietary/Confidential Information in Volume 2.***



*Section 3 – Project Financing*  
**10.3.8 – Tax-Exempt Qualifications**

**10.3.8. - Identify any aspect of the Project that could disqualify the Project from obtaining tax-exempt financing.**

We do not anticipate any aspect of the project as submitted by our team that would negatively impact the City’s ability to obtain tax-exempt financing for the Project.

**Section 4 – Project Benefit and Compatibility**  
**10.4.1 – Overall Beneficiaries and Benefits**



**Norfolk Public Schools**  
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**10.4.1. - Identify who will benefit from the Project, how they will benefit and how the Project will benefit the City, the overall community, region, or state. Describe the nature of these benefits. Indicate whether additional tax revenue will be generated for the City and in what amount.**



All residents of Norfolk should be able to derive benefits from the acceleration of projects contemplated in our proposal through enhanced learning environments for our children, reduced development expenses and decreases in ongoing maintenance costs to maintain the existing schools. The PPEA process itself typically shortens the delivery time for such projects over

traditional public capital project procurement procedures for projects of similar size and complexity. This reduced delivery schedule results in an overall decrease in total project costs which results in taxpayer savings over the length of the project. Construction pricing is very low today. Our proposal for accelerating the Capital Improvement Plan will save the taxpayers' money through reduced construction costs. Our team anticipates finalizing the design of the schools around a duality of purpose which will increase the buildings' capabilities to serve as centers for community activities as well as state of the art education facilities.

While Norfolk's existing schools have provided many years of service, the reality is that these aged facilities are not designed to support 21<sup>st</sup> century learning and do not contain the types of educational environments needed in today's high tech, hands-on instructional delivery. The new facilities will improve the physical environment through green technologies and the latest codes as well as the greatly enhanced interior and exterior learning environments afforded.

Our innovative and aggressive program to maximize the participation of existing SWaM and other local businesses, which is described in greater detail in our proposal, will generate the highest possible levels of participation by talented local, small, woman-owned and minority businesses. This plan will have the effect of opening-up a greater proportion of the work for strong local participation than any other inclusion program we are aware of. We will do this by:

- Attending public Town Hall meetings to generate response and interest
- Provide education and training sessions in public sector contracting requirements
- Provide custom-tailored scopes of work
- Provide practical-sized bid packages
- Provide opportunities for mentoring of smaller firms

While the development of new school buildings does not generate direct tax revenues, Norfolk's commitment to the future well-being of their school system should translate into a higher level of confidence and optimism among its citizens, including the business community, generating increased private development and an expansion of the tax base.



**Section 4 – Project Benefit and Compatibility**  
**10.4.2 – Anticipated Public Support/Opposition**



**10.4.2. - Identify any anticipated public support or opposition, as well as any anticipated government support or opposition, for the Project.**



During recent public deliberations, concerns were raised that the City and Norfolk Public Schools would not maintain the same degree of control over the site and building design components and applications using the PPEA process as they have experienced through the traditional design/bid/build procurement method.

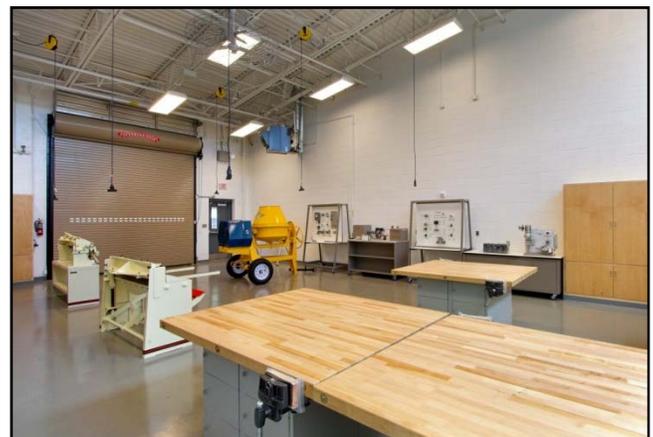
Our team will work with the both the City and Norfolk Public Schools to help all stakeholders understand that PPEA is simply a form of procurement. **The City and NPS will**

**not lose any control over the design of their new schools at any point in this process.**

Further, we understand and acknowledge that there is a certain level of public support for the concept of renovating and providing additions to several of the existing schools included in our project as new facilities, especially in the case with Larchmont and Ocean View, both of which have recognized and noteworthy architectural features. In response to the RFP’s requested “Alternative 4”, we have evaluated these existing facilities, prepared our initial narratives and cost estimates, and include these in Sections 10.2.2 and 10.3.1 in Volume 2 of our proposal.

With the exception of the issue regarding proceeding with restorations/additions versus new construction, our understanding is that there is general agreement and wide-spread community support for the concept of building four or five new schools as we propose. Per the public record there appears to be general support to proceed with some manner of accelerated capital improvement program for Norfolk Schools from both the School Board and City Council.

Both S.B. Ballard Construction Company and our design associates at RRMM, Waller, Todd & Sadler and Livas Group have considerable experience in successfully designing and constructing educational facilities as well as working side-by-side with the various ownership and public entities that these efforts require. We believe we are the best qualified team to bring these much needed new schools to Norfolk and we look forward to assisting the ownership to review, consider and resolve outstanding concerns that foster opposition to this program.





**10.4.3. - Explain the strategy and plans that will be carried out to involve and inform the general public, business community, and governmental agencies within the City and any other areas affected by the Project.**

Our team understands the importance of having a communications plan that will address the needs and concerns of the many stakeholders including:

- Parents, Students, and the Community
- The City of Norfolk Administration and Council
- The Norfolk Public Schools Administration and Board



One of many Stakeholder Work Sessions

We always encourage a highly interactive process with the varied constituencies involved in a school’s design, including teachers and staff, residents and community groups, students, parents, administration, and other professionals. We are dedicated to working as part of a team—collaboration is not just a word, it is an ingrained characteristic of our design approach. As an example, RRMM’s recent project with Virginia Beach City Public Schools: Old Donation Center/Kemps Landing Magnet School. The Design Team worked with School System

and Stakeholder Groups from November 2011 to May 2012. Our team led three stakeholder programming

sessions and eight building and site work sessions. The team began weekly work sessions with school system and stakeholder group for the full months of October and November to form building concepts that supported the educational delivery goals. The stakeholder group made a number of fundamental decisions that informed the chosen concept: After the series of group work sessions, the design team continued to work with smaller groups to tailor programmed spaces to needs.

The **Public Relations Strategy** will be focused upon clarifying and redefining the scope of the project, as well as its impact upon local government and the general public. The plan will include media briefings and talking points for all stakeholders. Targeted efforts will be directed at appropriate local officials, legislators, local government agencies, civic and community leaders.

The **Communication/Information Plan and Strategy** will be a multi-audience plan to ensure that all stakeholders, including parents, students, and the neighboring communities, remain actively involved and informed throughout the project. There will be regular consultations with team members including City officials. There will be two principal areas for implementation — internal and external communications. Internal Communications will include regularly scheduled meetings between our team, the City of Norfolk, and Norfolk Public Schools. The creation of a Communications Committee comprised of representatives from all of these participants would be beneficial.

We recognize that Public Private Partnerships work best when everyone impacted has an opportunity to provide input and understand the project. External Communications to inform stakeholders and the general public about the progress and development of the project may include feature articles in local newspapers promoting the project, providing progress reports and encouraging support in project

**Section 4 – Project Benefit and Compatibility**  
**10.4.3 – Public Outreach**



activities and the overall scope, timing and benefits; participation in state and local government level roundtables and other speaking opportunities or public forums. Our team recognizes the critically important relationship every school has with its surrounding neighborhood. These facilities are much more than buildings. They are part of the fabric of the community. We will be certain that everyone in the area of each affected school has the opportunity to fully understand our proposal and how it will impact and benefit their particular community and more specifically the education of their children. We will work with the administration and each School Principal to determine the best way to make that happen to include periodic updates and public meetings in the community as necessary. As mentioned in 4.b, we have incorporated 60 days into each school’s planning process, in which time we will meet with the school board, civic groups, teachers, staff, principals and those who live around the schools at open forums. This is a public facility; we want to make sure that not only do the youth of Norfolk have great facilities, but that we also have a productive and open working relationship with all the neighbors during construction. Mr. Ballard will lead these meetings and bring his design team, consultants and construction team so we can address anyone’s concerns and questions.

We also plan to create a project website, similar to the one we created for a current project with Virginia Beach Public Schools [<http://www.odc-klms.com/index.html>], which will share information on the projects, the team, and the design/construction process for anyone interested.



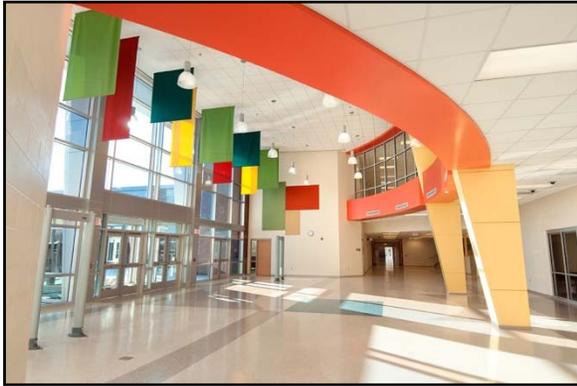
**Union High School Groundbreaking**



**Section 4 – Project Benefit and Compatibility**  
**10.4.4 – Anticipated Benefits to City**



**10.4.4. - Describe the anticipated benefits to the City, the region or state as a whole, including but not limited to any anticipated benefits to the economic condition of the City. Indicate whether the Project is critical to attracting or maintaining competitive industries and businesses to the City or region.**



Norfolk Public Schools has several schools that have reached and passed the end of their building life cycles; the SBBCC team’s proposal offers an expedient, cost-effective solution to replace multiple schools city-wide. Norfolk’s commitment to the future well-being of their school system should translate into a higher level of confidence and optimism among its citizens, including the business community, generating increased private development and an expansion of the tax base.

The economic benefits to the City of Norfolk should be substantial.

By awarding all schools included in our proposal, the City gains tremendous economies of scale as well as benefiting from some of the most competitive construction marketplace seen in the past 80 years. This simultaneous award process allows SBBCC the ability to do the same with the individual trade contractors, while they in turn gain the same benefit with their own suppliers. The City gets the highest quality schools, delivered over the next several years, at today’s pricing.

The SBBCC team will guarantee that the new schools will be completed on or before the dates stipulated in our preliminary schedule if Norfolk Public Schools and the City completes the required land exchange, facility transfers and contract award dates listed. Our proposed building program will assure that multiple schools are available and ready for occupancy in less than five (5) years. In fact, under our proposed approach, the K-8 school facility will require an overall duration of just 28 months—including Community Input, Design, Construction & Move-in—***a full 8 to 12 months sooner than the traditional NPS method of procurement would require.***

**Guaranteed Pricing**—The SBBCC team will guarantee the pricing stipulated in our proposal. ***Our proposed program will assure that these new schools facilities will be built at a cost under Norfolk Public School’s current projections.*** Our price includes considerable costs and risks normally assumed by the City & NPS in a design/bid/build job. These are ‘turnkey’ prices without surprises or escalations unless the Owner requests an increase in programming. This translates into several million dollars in savings by utilizing our proposed program.

Under our proposal the risks involved with design and document deficiencies are completely assumed by the SBBCC/RRMM/WTS/Livas team, not the City of Norfolk. Your occupancy dates and final prices are assured before the designs are complete.



## Section 4 – Project Benefit and Compatibility

### 10.4.4 – Anticipated Benefits to City



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

As described in Volume II of our proposal, SBBCC has included a unique program that will allow Norfolk Public schools to immediately move forward with the design and construction of these new schools without delay, while realizing the most competitive financing options available in the market today.

#### **Key Benefits of the SBBCC/RRMM/WTS/Livas PPEA Proposal to Norfolk Public Schools:**

- **Substantial Cost Savings** – As described in Volume 2 of our proposal, our pricing is several million dollars less than the published estimated costs for the same schools in today’s dollars; while our proposal terms provide reasonable safeguards against excessive cost overruns caused by unforeseen conditions and inflation.
- **Accelerated Occupancy** – Our aggressive Develop/Design/Build approach assures that Norfolk Public Schools will receive four or five new schools in a time frame 8 to 16 years faster than their procurement method currently used.
- **Strong SWaM Participation** - Our team includes strong minority participation in the members of the design and construction disciplines, and our proposed program for your project will provide exceptional levels of participation by City of Norfolk SWaM businesses.
- **Community Outreach** – We understand the importance of including the various neighborhood communities throughout the design, pre-construction and building of these new school facilities for the City of Norfolk. We are dedicated to being Good neighbors that meet our commitments and keep our promises.
- **LEED Certifiable** – All of the new schools included in our proposal to NPS will be designed and built as LEED certifiable facilities, assuring that they meet or exceed industry standards of energy-efficiency, sustainability and overall quality.
- **Finance Programming** – Raymond James, our team’s Financial Advisor has provided an overall financing program that will enable the City to move forward immediately to fund all of the schools included in our proposal. Their proposed plans require significantly less in annual budget allocations than the City’s current and projected published budgets indicate.

**Section 4 – Project Benefit and Compatibility**  
**10.4.5 – Compatibility with City/School Plans**



**10.4.5. - Describe the Project’s compatibility with the City’s local comprehensive plan, local infrastructure development plans, capital improvements budget, and any other government spending plan.**

Norfolk’s updated comprehensive plan “PlanNorfolk 2030” is well into its development and includes several stated goals, outcomes, and actions for community facilities. Our team’s proposal is tailored to meet those goals, including the below excerpts from the current draft of “PlanNorfolk 2030”:



**Community Services Goal 1**—Ensure the availability of community facilities to meet the needs of the public.

**Outcome 1.1**—Safe, adaptable, and well maintained city facilities.

**Action 1.1.1**—Locate new city facilities on sites that can accommodate services by multiple public uses, and where facilities can serve as community and neighborhood focal points.

**Action 1.1.2**—Design new city facilities to adapt to changing technologies and to include flexible meeting spaces that can host multiple users.

**Community Services Goal 2**—Provide public educational facilities that are responsive to the changing needs of Norfolk’s school-aged population.

**Outcome 2.1**— Efficient public schools, appropriately sized to meet the needs of the school-aged population. [Metrics: Change in the percent of public schools with a utilization rate between 80% and 120%.]

**Action 2.1.1**— Continue to regularly evaluate the utilization of existing public school facilities to determine the need for adjustments to attendance zones or for the construction, renovation, or closure of facilities.

**Action 2.1.2**— Respond to shifts in public school enrollment through innovative techniques, such as the use of the K-8 school model.



**Action 2.1.3**—Ensure that outdoor recreational facilities that share sites with public schools are open and accessible to residents outside school hours.

The SBBCC/RRMM/WTS/Livas team proposes each school building and site as a “joint-use” facility. Buildings will be designed to have common-use spaces and fields open after hours for community recreational and educational uses. The concepts proposed here match NPS’s goal of moving certain schools to a combined elementary – middle school model. The locations of

## Section 4 – Project Benefit and Compatibility

### 10.4.5 – Compatibility with City/School Plans



Norfolk Public Schools  
NATIONALLY RECOGNIZED. GLOBALLY COMPETITIVE.

schools proposed are foremost informed by NPS's priority locations, while these same locations match areas where the City of Norfolk and Norfolk Redevelopment and Housing Authority are focusing revitalization efforts and infrastructure improvements.

Our team recognizes the importance of protecting Norfolk's natural resources, educating students on sustainability, and protecting and improving the city's waterways.



**Environmental Sustainability Goal 1**—Ensure high quality natural resources.

**Outcome 1.1**—Enhanced water quality in the City's waterways and reservoirs, including the Chesapeake Bay and its tributaries.

**Action 1.1.7**— Incorporate bio-retention facilities, such as rain gardens, in municipal landscaping for passive treatment of stormwater using native plant species.

**Action 1.1.13**—Install and maintain animal waste clean-up stations at community centers, beaches, schoolyards, and other community gathering places.

**Outcome 1.2**—Clean, healthy air that supports plant, animal, aquatic, and human life.

**Outcome 1.3**—An ecosystem that supports a diversity of plant and animal life. (Metrics: Percent change in tree canopy coverage; Change in linear feet of dunes planted.)

**Action 1.3.1**—Increase the quantity, density, and diversity of trees to achieve a goal of 40% tree canopy cover.

**Action 1.3.2**—Revise landscaping regulations to require the placement of shade trees in parking lots.

**Environmental Sustainability Goal 3**-- Incorporate sustainability into daily living.

**Outcome 3.1**—Reduced energy consumption due to the application of energy efficient design features and technologies. (Metrics— Percent change in energy use per square foot of city facilities; Percent change in the number of LEED, IGCC International Green Construction Code, Earthcraft, Energy Star, or other environmentally sustainable buildings constructed. Percent change in the number of existing buildings renovated to the standards of a recognized "green program.)



**Section 4 – Project Benefit and Compatibility**  
**10.4.5 – Compatibility with City/School Plans**



**Action 3.1.1**—Develop criteria for constructing new city facilities to LEED or IGCC International Green Construction Code standards.



**Action 3.1.4**—Promote Green municipal projects as models for the private sector.

**Action 3.1.6**—Promote the use of Green building technologies, including weatherization, to provide energy conservation benefits.

**Action 3.1.7**—Continue to offer incentives to encourage energy efficient design and building, while evaluating the feasibility of additional incentives for both new construction and renovation projects.

Each school site proposed by the SBBCC/RRMM/WTS/Livas team reduces and filters stormwater runoff to levels higher than required by law. Our proposed development will protect wetlands, natural dune structures and mature trees. Site landscaping will protect the urban canopy and is designed to beat the stated goal of 40% tree canopy for all non-playfield areas. Projects will be designed to achieve LEED certifiable with a special focus on reducing energy and water consumption and each school’s carbon footprint.



**Section 4 – Project Benefit and Compatibility**  
**10.4.6 – SWaM Participation Efforts**



**10.4.6. - Provide a statement indicating what participation efforts the Proposer intends to undertake in connection with this Project with regard to the following types of businesses: (i) minority-owned businesses, (ii) woman-owned businesses, and (iii) small businesses.**

SBCC will lead the effort to ensure that sufficient numbers of highly-skilled, qualified subcontracting and material providing firms are solicited and engaged to provide services for this new building program. Having been involved in the construction industry in this region for well over thirty years, no other company in this area has a better understanding of the most reliable and cost-effective trade specialty companies available.



Mr. Ballard is himself a product of the Norfolk Public Schools system, a graduate of Maury High School; his business was located on Killam Avenue for 20 years and he purchased one of the first lots in Ghent. **It will be SBCC's goal to hire at least 50% of our subcontractors and suppliers through the City of Norfolk's small and local business programs.** It is very important to us to engage as many Norfolk businesses as possible on these new schools.

We also will strive to incorporate qualified City of Norfolk SWaM-certified contractors into our procurement process, and we routinely exceed the established goals set for most of our projects. We believe we have developed a very efficient and successful system for including local and regional SWaM businesses as participants in the planned building program for Norfolk Public Schools, a portion of which follows:

- Commencing immediately after the contract award and working in conjunction with our team associates of RRMM, WTS and Livas, we will schedule, advertise and hold a series of meetings at various venues convenient for local trade contractors so that we can begin the process of describing the size and scope of the planned construction projects, identify outline descriptions of materials and applications that will be required, and explain the process of what will be expected of them with respect to levels of quality, project safety, payroll and insurance requirements, bonding and overall production capabilities. Management staff of the entire SBCC team will be available to provide these local contractors with the opportunity to ask specific questions and to express any concerns they might have about qualification procedures. Sample pre-qualification forms and information on all other requirements will be made available for those firms that have not worked with our company previously. In this manner the entire local subcontracting community will have an opportunity to review the general scope of the various projects and reach an understanding of the potential timelines involved, well before the time for actually bidding this work occurs.



## Section 4 – Project Benefit and Compatibility

### 10.4.6 – SWaM Participation Efforts



- After SBBCC and our team partners have had the opportunity to review the submitted qualification documents and materials, we will be able to work towards developing scopes of work that will potentially allow smaller but otherwise qualified contractors to participate, ideally through reduced package sizes to assure that opportunities on these projects aren't strictly limited to larger, established firms. The potential contractors must still meet the same high standards we establish for all subcontractors, but through this approach, fewer small firms will be restricted from participating.
- On larger specialty trades it is often not possible to develop smaller scope packages in most cases since it is highly desirable to have one large, financially secure firm hold the full responsibility for a trade package (such as with structural systems or mechanical packages). In these cases SBBCC has a record of working closely with the large trade contractors to assist them in developing their own smaller package subcontractor scopes so that a greater number of small, local companies can still participate, but the client's quality-control safeguards and product warranties are not negatively impacted.

In addition to those comments related to the various methods we intend to utilize to enhance the participation of local SWaM firms with the project, it bears stating that not only does SBBCC move aggressively to enhance business opportunities for such designated companies, but that through our finely-tuned program guidelines we historically gain exceptional results.

We routinely not only meet our client's very high requested levels of participation by SWaM firms, we exceed them, often achieving levels of participation that are in excess of 60%.



In addition to the methods outlined above, we also plan to engage in several other approaches that are structured to enhance these accomplishments, such as our mentor/protégé program and forming joint ventures with smaller general contracting firms so that they gain valuable experience working on larger public and private projects.

We are seriously invested in continuously improving the selection of quality trade contractors in the various regions we build in and have found that the most reliable way to accomplish this is through a nurturing process that enables smaller disadvantaged companies to be involved on projects they might otherwise never aspire to.

We are extremely proud of this record of accomplishment in a program that has had only winners; the SWaM firms we engage through enhanced opportunities, our own SBBCC operations management team through acquiring excellent trade contractors to draw on, and the Clients we serve have all benefited from these efforts which we will continue on the Norfolk Schools building program.

**Section 4 – Project Benefit and Compatibility**  
**10.4.6 – SWaM Participation Efforts**



Candy Hennig, SBBCC’s SWaM Program Manager and Keith Settles, Superintendent and graduate of Norfolk State University, will lead our efforts in obtaining SWaM contractors located in Norfolk and the Tidewater area. Mr. Settles and Mrs. Hennig attend several events and meetings which allow them to meet SWaM contractors and discuss opportunities and partnerships with S.B. Ballard.

Below is a partial list of Norfolk SWaM certified companies that we will contact:

Chesapeake Bay Steel – Small Business  
3468 Westminster Avenue  
Norfolk, Virginia 23504

Door Engineering – Small Business  
1234 Ballentine Boulevard  
Norfolk, Virginia 23504

States Roofing Corporation – Small Business  
1215 St. Julian Avenue  
Norfolk, Virginia 23504

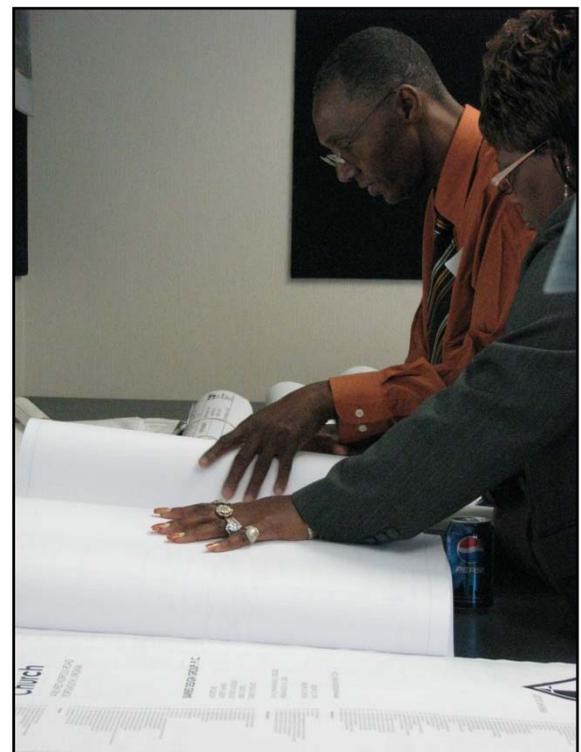
Axis Road Markings – Small Business  
4414 Killam Avenue  
Norfolk, Virginia 23508

Capital Concrete – Woman Owned  
PO Box 1137  
Norfolk, Virginia 23501

Dominion Concrete Contractors – Woman Owned  
2133 Helsley Avenue  
Norfolk, Virginia 233518

Bay Area Irrigation Company – Woman Owned  
744 Shillelagh Road  
Chesapeake, Virginia 23323

Dominion Contract Carpets – Woman Owned  
2618 Arkansas Avenue  
Norfolk, Virginia 23513





## ***Exhibit 1 - Resumes***

### **Design Team**

**Please see the following resumes for:**

S.B. Ballard Construction Company

RRMM Architects

Waller, Todd & Sadler Architects

Livas Group Architects

Kimley-Horn and Associates, Inc.

Thompson Consulting Engineers

Speight, Marshall & Francis, P.C.

Kaufman & Canoles Attorneys at Law

Kaufman & Canoles Consulting

Raymond James



## Exhibit 1 - Resumes

### S.B. Ballard Construction Company

Please see the following resumes for:

Stephen B. Ballard – President/Project Executive

Darrell Polokonis – V.P. Operations/Project Manager

Lloyd (TJ) Thomas – Assistant Project Manager

Mark Payne – V.P. Pre-Construction Services/Chief Estimator

Neal Barnes – Lead Estimator

Candy Hennig – SWaM Program Manager

Don Montague – Superintendent

Johnny Johnson – General Superintendent

Tim Patterson – V.P. Building Systems Engineering/Mechanical Engineer

Larry Tipora – Project Engineer

Phil Simon – Construction Quality Control Manager/Scheduler

Chuck Bain – Safety Officer



## STEPHEN B. BALLARD

President /Project Executive

### Responsibilities

As Project Executive, Stephen Ballard will be responsible for executive oversight of the project from preconstruction through design, construction and close out. He will provide guidance regarding jobsite concerns and maintain communication with the Owner and Architect. Mr. Ballard recognizes the value and importance of the pre-construction phase of a project. Thus, he is directly involved in constructability reviews of the drawings as they develop. Also, he participates in site logistics planning, value engineering discussions, project budget and schedule development and subcontractor selection.

Mr. Ballard has 37 years' experience working in construction and founded S.B. Ballard Construction Company 35 years ago. Initially the company's work was as a small concrete contractor, but over the years, Mr. Ballard has grown the company to become one of the largest construction management and general contractors in the Commonwealth. Mr. Ballard's wide range of knowledge and experience is a tremendous asset to the company and to this project.

### Relevant Experience

#### **Kings Fork High School Suffolk, Virginia**

Kings Fork High School is a 277,910 square foot, two-story school is designed for 1,800 students and has a decentralized plan with a "school within a school" concept. It is made up of four single-level grade houses, each containing space for an assistant principal, guidance counselor, teacher work areas, general classrooms, science labs, and resource spaces in addition to two to three specialized career/technical subjects. Science labs are designed as generically as possible with only Chemistry having a necessary uniqueness. Each pair of science lecture spaces shares a wet lab and preparation area separated by operable partitions.

The building has a 2,000 seat main gym with two basketball courts. The auditorium has seating for 870 students and the facility also has a black box theater with seating for 150. Kings Fork has a two story 19,000 square foot atrium dining facility with an 8,000 square foot courtyard containing a secure outdoor dining area and amphitheater. The amphitheater is used for events and occasions. A 4,000 seat stadium with track, tennis, soccer, field hockey, baseball and softball fields is located behind the school.

#### **Linkhorn Elementary School Virginia Beach, Virginia**

This project consisted of the construction of a 76,000 square foot state-of-the-art elementary school. Linkhorn Elementary school has ball fields, a nature trail, athletic and playground equipment. S.B. Ballard completed this project 78 days ahead of schedule.

#### **Kellam High School Virginia Beach, Virginia**

The new 2-story, 336,410 square foot Kellam High School will accommodate six communities of about 330 students. Each community will have learning commons, experimental labs, collaboration stations and modular classrooms.

The school will have one main library, an educational courtyard, outdoor classrooms, gymnasium, auditorium, black box theatre, a football and soccer stadium, track and field, football practice field, soccer practice field, two field hockey fields, baseball field, softball field, tennis court, sand volleyball courts, outdoor basketball courts, baseball and softball practice field and a band practice field.

### General Experience

Bayside Elementary – Virginia Beach, Virginia  
Thalia Elementary – Virginia Beach, Virginia  
Child Development Center – Fort Eustis, Virginia  
Academic Building, Tidewater Community College – Chesapeake, Virginia

### Education

Old Dominion University,  
Norfolk, Virginia

ACI

Post Tensioning Institute

Tilt Up Concrete Association

### Professional Affiliations

Associated General Contractors  
of America

American Concrete Institute

American Concrete Pumping  
Association

American Society of Concrete  
Construction

Builder and Contractors

Exchange of Hampton Roads

The Builders Exchange of  
Virginia

Hampton Roads Association for  
Commercial Real Estate

National Federation of  
Independent Business

Tilt-Up Concrete Association

### Years of Experience

Number of Years in the  
Industry: 37

Number of Years with  
S. B. Ballard: 35

### References

Boo Twohy

Capital Concrete

Phone: 757.627.0630

Chris Stone

Clark Nexsen

Phone: 757.455.5800

Robert Fenning

Old Dominion University

Phone: 757.683.3464





## DARRELL POLOKONIS

### Project Manager

#### Responsibilities

As Project Manager, Mr. Darrell Polokonis will be responsible for the day-to-day activities from preconstruction through design, construction and close out. He will be responsible for the overall construction plan, individual school schedules, overall project schedule and coordination between architects, engineers, subcontractors and owner.

Mr. Polokonis will facilitate the completion of the construction documents and ensure the schedule is met and the project stays within the Owner's budget. He will coordinate biweekly meetings and be the key player to ensure the buildings are designed, priced and scheduled to the Owner and End Users satisfaction.



#### Education

Project Management Course –  
Association of General Contractors  
OSHA 10 & 30 Hour Certification  
CPR/First Aid Certification

#### Professional Affiliations

U.S. Green Building Council  
Design Build Institute of America  
(DBIA)  
Associated General Contractors  
(AGC)

#### Years of Experience

Number of Years in the  
Industry: 32

Number of Years with  
S.B. Ballard: 30

#### References

Tony Arnold  
Virginia Beach Public Schools  
Phone: 757.236.1090

Boo Twohy  
Capital Concrete  
Phone: 757.627.0630

#### Relevant Experience

##### Kellam High School Virginia Beach, Virginia

The new 2-story, 336,410 square foot Kellam High School will accommodate six communities of about 330 students. Each community will have learning commons, experimental labs, collaboration stations and modular classrooms.



The school will have one main library, an educational courtyard, outdoor classrooms, gymnasium, 748 seat auditorium, 150 seat black box theatre, a football and soccer stadium, track and field, football practice field, soccer practice field, two field hockey fields, baseball field, softball field, tennis court, sand volleyball courts, outdoor basketball courts, baseball and softball practice field and a band practice field.

##### Child Development Center

###### Ft. Eustis, Virginia

This project consisted of the construction of a 23,000 square foot Child Development Center. This center houses 300 children ranging in age from infants through school age. This contemporary single story structure includes classrooms, nurseries and playground areas.

##### Linkhorn Elementary School

###### Virginia Beach, Virginia

This project consisted of the construction of a 76,000 square foot state-of-the-art elementary school. Linkhorn Elementary school has ball fields, a nature trail, athletic and playground equipment. S.B. Ballard completed this project 78 days ahead of schedule.

##### Bayside Elementary School

###### Virginia Beach, Virginia

This project consisted of the demolition of the existing school and the construction of a new 78,000 square foot elementary school. This project included playgrounds, walkways and parking areas.

##### Thalia Elementary School

###### Virginia Beach, Virginia

This project consisted of a 48,000 square foot addition and a 38,000 square foot modernization to the existing Thalia Elementary school. New exterior window systems, masonry and parking were added. This project was completed while school was in session.

#### General Experience

Kings Fork High School – Suffolk, Virginia





## Lloyd Thomas, LEED Green Associate Assistant Project Manager

### Responsibilities

As Assistant Project Manager, Mr. Lloyd Thomas will be responsible for assisting with the day-to-day activities from preconstruction through design, construction and close out. Mr. Thomas will assist to facilitate the completion of the construction documents and ensure the schedule is met and the project stays within the Owner's budget.

Mr. Thomas will be responsible for assuring all schools are properly staffed, scheduled and remain on budget. He will assist in the coordination between the owner, architects, subcontractors, consultants and owner.



### Relevant Experience

#### Kellam High School Virginia Beach, Virginia

The new 2-story, 336,410 square foot Kellam High School will accommodate six communities of about 330 students. Each community will have learning commons, experimental labs, collaboration stations and modular classrooms.

The school will have one main library, an educational courtyard, outdoor classrooms, gymnasium, 748 seat auditorium, 150 seat black box theatre, a football and soccer stadium, track and field, football practice field, soccer practice field, two field hockey fields, baseball field, softball field, tennis court, sand volleyball courts, outdoor basketball courts, baseball and softball practice field and a band practice field.

#### Hall D Complex Newport News, Virginia

This project is part of the 12 GeV CEBAF Upgrade. The structures include Hall D experimental hall with an attached Counting House of 14,700 square feet, extension of the existing underground concrete tunnel, support service buildings of 4,500 square feet and associated roads, sidewalks, earth berm with retaining walls and utilities to support the complex.

Hall D is a single story, 45 feet high structure constructed of concrete, steel framing and insulated architectural metal panels with a silicone coated polyurethane foam roof. The finish floor is approximately 14 feet below existing grade. Hall D has stair access from the Counting House and an enclosed truck access ramp with rollup doors. The Counting House is a single-story, slab-on-grade, steel-framed structure building with insulated architectural metal panels. The building contains office and support spaces and a control room for use while running experiments in Hall D.

#### Building 4894 Northrop Grumman Shipbuilding - Newport News, Virginia

This is a five story 66,000 square foot concrete and structural steel frame Nuclear Fuel Storage Facility which includes a basement. Facility is 240' in length and 55' wide and over 80' high with a container trench extending 27' below grade. Building is attached to the existing CRF Building 1841 and included select renovations to the existing radiological control facility.

### General Experience

- Cinemark Theatre – Chesapeake, Virginia
- Coast Guard Rescue Swimming Pool – Elizabeth City, North Carolina
- Sadler Center for the Arts – Virginia Beach, Virginia

### Education

- Bachelors of Science  
Biology: Virginia Tech:  
Blacksburg, Virginia
- Master's in Construction  
Management: Drexel University  
(Currently Completing)

### Professional Affiliations

- U.S. Green Building Council
- Design Build Institute of America  
(DBIA)
- Associated General Contractors  
(AGC)

### Years of Experience

Number of Years in the  
Industry: 12

Number of Years with  
S.B. Ballard: 4

### References

Tony Arnold  
Virginia Beach Public Schools  
Phone: 757.236.1090

Boo Twohy  
Capital Concrete  
Phone: 757.627.0630





## **MARK PAYNE, DBIA, LEED Green Associate** **V.P. Pre-Construction Services/ Chief Estimator**

### **Responsibilities**

As the Vice President of Pre-Construction Services and Chief Estimator, Mr. Payne will be responsible for overseeing the estimating portion of the project, from the preconstruction phase throughout the bidding process to include value engineering, and into the subcontractor award phase. He will coordinate the functions of the estimating department to ensure the project remains within the projected budget. Mr. Payne manages all concrete projects and has extensive experience as a project manager coordinating the entire build process from estimation to contracting subcontractors. On site he is a valuable leader who provides direction and overall supervision.

Mr. Payne has spent the majority of his career with S.B. Ballard Construction Company. In 1985 Mark began his career as a Laborer. By demonstrating his skills in the field and increasing his construction knowledge through coursework, he progressed to Carpenter, Carpenter Foreman, Concrete Finishing Specialist, Purchasing Agent and Field Operations Manager, giving him a wealth of experience working with suppliers and General Contractors. In 2001 he was named as S.B. Ballard's Vice President for Preconstruction Services, the position he holds today.

### **Relevant Experience**

#### **Bayside Elementary School Virginia Beach, Virginia**

This project consisted of the demolition of the existing school and the construction of a new 78,000 square foot elementary school. This project included playgrounds, walkways and parking areas.

#### **Thalia Elementary School Virginia Beach, Virginia**

This project consisted of a 48,000 square foot addition and a 38,000 square foot modernization to the existing Thalia Elementary school. New exterior window systems, masonry and parking were added. This project was completed while school was in session.

#### **Central High School Wise County Public Schools – Wise, Virginia**

This project consists of the construction of a new 127,425 square foot high school to accommodate approximately 680 students. The facility will include classrooms, media center, computer labs, offices, science labs, locker rooms, exam rooms, gymnasium, teacher lounge, cafeteria, laundry room, auditorium and conference rooms.

#### **Child Development Center Ft. Eustis, Virginia**

This project consisted of the construction of a 23,000 square foot Child Development Center. This center houses 300 children ranging in age from infants through school age. This contemporary single story structure includes classrooms, nurseries and playground areas.

### **General Experience**

Kings Fork High School – Suffolk, Virginia  
Linkhorn Elementary – Virginia Beach, Virginia  
Kellam High School – Virginia Beach, Virginia  
Academic Building, Tidewater Community College – Chesapeake, Virginia  
Student Center, Tidewater Community College – Chesapeake, Virginia  
Student Center, Tidewater Community College – Portsmouth, Virginia  
Union High School – Big Stone Gap, Virginia

### **Education**

Advanced Estimating,  
Old Dominion University  
Concrete Testing Technician, ACI  
Timberline Estimating, Timberline  
Software Corporation  
Tilt Up Supervisor, ACI  
Bonded Post Tension, PTI  
ACI/PCI Parking Structure Design  
and Construction Seminar  
Window Flashing  
Design Build Institute of America  
(DBIA) Designated  
Professional  
LEED Green Associate

### **Professional Affiliations**

Executive Board Member, DBIA -  
Hampton Roads Chapter  
Past President, Association of  
General Contractors (AGC) –  
Tidewater Chapter  
U.S. Green Building Council

### **Years of Experience**

Number of Years in the  
Industry: 30

Number of Years with  
S.B. Ballard: 28

### **References**

Rich Sliwoski  
Commonwealth of Virginia  
Phone: 804.786.3311

Dale Feltes  
Old Dominion University  
Phone: 757.683.6385

Carl Purdin  
Virginia Commonwealth  
University  
Phone: 804.828.0391



## NEAL BARNES

### Lead Estimator

#### Responsibilities

As Lead Estimator, Mr. Barnes will be responsible for managing the preparation and presentation of the design development and construction document phase estimates, as well as coordinating the activities for all preconstruction efforts required by the Architect and Owner for the project. He will work with key subcontractors to insure that the design is compatible with the budget. He will, along with the Project Manager and Vice President of Preconstruction Services, prepare the trade bid packages, for the development of the GMP. During the preparation of the bid packages, consideration will be given to the scope of work to allow the maximum participation by local and SWaM certified subcontractors.

His extensive level of experience in similar athletic-education-related projects assures the client of the highest level of accuracy throughout the quantitative analysis, competitive subcontractor pricing, and extensive review processes required on a highly specialized application. He will be responsible for all coordination and cooperation activities and requirements with the design team. He will manage the Contractor's requirements to effectively participate and contribute throughout this phase in the review and selection of alternative means and methods, value engineering options, scope enhancement opportunities, and in maintaining the integrity of the overall project schedule.

#### Relevant Experience

##### Kellam High School

##### Virginia Beach, Virginia

The new 2-story, 336,410 square foot Kellam High School will accommodate six communities of about 330 students. Each community will have learning commons, experimental labs, collaboration stations and modular classrooms.

The school will have one main library, an educational courtyard, outdoor classrooms, gymnasium, auditorium, black box theatre, a football and soccer stadium, track and field, football practice field, soccer practice field, two field hockey fields, baseball field, softball field, tennis court, sand volleyball courts, outdoor basketball courts, baseball and softball practice field and a band practice field.

##### Union High School

##### Wise County Public Schools – Big Stone Gap, Virginia

This project consists of the construction of a new 127,425 square foot high school to accommodate approximately 680 students. The facility will include classrooms, media center, computer labs, offices, science labs, locker rooms, exam rooms, gymnasium, teacher lounge, cafeteria, laundry room, auditorium and conference rooms.

##### Central High School

##### Wise County Public Schools – Wise, Virginia

This project consists of the construction of a new 127,425 square foot high school to accommodate approximately 680 students. The facility will include classrooms, media center, computer labs, offices, science labs, locker rooms, exam rooms, gymnasium, teacher lounge, cafeteria, laundry room, auditorium and conference rooms.

##### Tidewater Community College – Chesapeake, Virginia

S.B. Ballard Construction Company is the general contractor on the new three-story, 62,296 square foot Academic Building. This facility will provide much needed additional academic space (i.e. general classrooms, tiered classrooms, computer labs, general assembly area, etc) and faculty offices. Exterior materials will include aluminum composite panels, brick veneer masonry, pre-cast concrete, with aluminum windows, curtain wall system and glass.

#### General Experience

Lyman B. Brooks Library, Norfolk State University – Norfolk, Virginia

West Grace Street Housing, Virginia Commonwealth University – Richmond, Virginia

#### Education

Construction Technology  
York Technical Institute  
York, PA

Master Builder Certification  
University of Bath  
Bath, UK

Professional Conservator  
Certification  
West Dean College  
Circchester, UK

#### Years of Experience

Number of Years in the  
Industry: 39

Number of Years with  
S. B. Ballard: 3

#### References

Dr. Jeff Perry  
Wise County Public Schools  
Phone: 276.328.8017

Duane Harver  
RRMM Architects  
Phone: 757.622.2828



## CANDY HENNIG SWaM Program Manager

### Responsibilities

As SWaM Program Manager, Candy Hennig is responsible for preparing/distributing all bid invitations and prequalification packets to SWaM and non-SWaM subcontractors. During pre-construction, Mrs. Hennig enforces and ensures SWaM goals and participation requirements are achieved. Throughout construction, she works to maximize SWaM participation by assisting qualified contractors with the certification process and encourages the use of second and third tier SWaM contractors.

Mrs. Hennig maintains an internal subcontractor database that contains SWaM and non-SWaM contractors. She provides daily updates regarding changes to a company's SWaM status and relays the Estimating and Project Management Teams. Mrs. Hennig attends events throughout Virginia to recruit subcontractors and has developed strong relationships with several SWaM organizations.

Mrs. Hennig began working in the construction industry 8 years ago. Beginning as the Estimating Department Assistant, Mrs. Hennig's knowledge of the estimating divisions and the Commonwealth of Virginia procurement goals for SWaM subcontractors has provided her with the experience to become S.B. Ballard's SWaM Program Manager.

### Relevant Experience

#### Norfolk Student Center

##### Tidewater Community College – Norfolk, Virginia

This 5-story, 57,000 square foot Student Center at Tidewater Community College's downtown Norfolk campus innovatively develops a constricted urban site while preserving an existing pedestrian plaza and gardens. The building features a 4-level glass façade, kitchen, dining area, café, fitness and multipurpose physical activity space, a game room, a "child-minding" area, group and private study rooms, and quiet and open lounge spaces on each of the five levels.

#### *Final SWaM participation—64%*

#### Student Recreation Center

##### Old Dominion University – Norfolk, Virginia

The Student Recreation Center is a 2-story, 121,000 square foot addition to the Health & PE Building (ODU Field House) and 31,000 square foot Natatorium, which was renovated as part of this project. This addition contains a basketball court, two-story rock climbing wall, racquetball courts, indoor hockey and soccer fields, dance studios, cardiovascular training rooms, indoor track, spinning room, weight room, juice bar with lounge, classrooms, offices, lobbies and locker rooms.

The Student Recreation Center is home to The Department of Human Movement Sciences (HMS) and contains a Movement Exercise Laboratory, Motion Analysis Laboratory, Applied Anatomy Laboratory, Human Performance Laboratory, Clinical Outcomes Research Laboratory, Motor Behavior Laboratory and a Therapeutic Recreation Laboratory.

#### *Final SWaM participation—42%*

### General Experience

Joint Deployment Center NH-95, Naval Station Norfolk – Norfolk, Virginia

– **53% SWaM**

Manning Building, Tidewater Community College – Suffolk, Virginia

– **55% SWaM**

Dragas Hall, Old Dominion University – Norfolk, Virginia

– **65% SWaM**

Lyman B Brooks Library, Norfolk State University – Norfolk, Virginia

– **69% SWaM**

### Years of Experience

Number of Years in the Industry: 8

Number of Years with S.B. Ballard: 8

### References

Boo Twohy  
Capital Concrete  
Phone: 757.627.0630

Lee Shadbolt  
Commonwealth Architects  
Phone: 804.648.5040

### SWaM Organizations

Vincent Powell  
Department of Minority Business Enterprise  
Phone: 757.408.2465

Joanne Tompkins  
Crater Procurement  
Phone: 804.861.1667



## DON MONTAGUE Superintendent

### Responsibilities

As superintendent, Mr. Don Montague will be responsible for coordinating and supervising all construction activities. He will direct all field personnel to adhere to the construction schedule and perform work that conforms to the drawings, specifications and schedule.

Mr. Montague will monitor the project schedule and note work completed on a daily basis, identify and solve problems, ensure a safe job site and maintain quality control. He will observe the quantity and quality of work being performed, and put on notice, anyone, or any company, not meeting the requirements of the project. He will attend all weekly subcontractor meetings which are also used to review safety, environmental, health, constructability, schedule and quality issues. He will oversee the project from notice to proceed to close-out.

Mr. Montague will be involved in the preconstruction phase of the project participating in constructability reviews, subcontractor prequalification reviews, and the preparation of scopes.

### Relevant Experience (with S.B. Ballard)

#### Kellam High School Virginia Beach, Virginia

The new 2-story, 336,410 square foot Kellam High School will accommodate six communities of about 330 students. Each community will have learning commons, experimental labs, collaboration stations and modular classrooms.

The school will have one main library, an educational courtyard, outdoor classrooms, gymnasium, 748 seat auditorium, 150 seat black box theatre, a football and soccer stadium, track and field, football practice field, soccer practice field, two field hockey fields, baseball field, softball field, tennis court, sand volleyball courts, outdoor basketball courts, baseball and softball practice field and a band practice field.

### General Experience (with previous General Contractor)

#### Newtown Elementary School Virginia Beach, Virginia

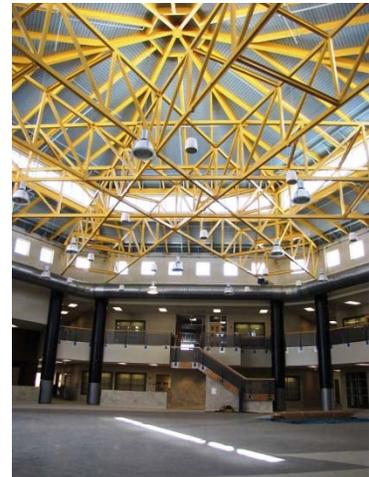
#### Windsor Oaks Elementary School Virginia Beach, Virginia

#### Diamond Springs Elementary School Virginia Beach, Virginia

#### Great Bridge High School Chesapeake, Virginia

#### Great Neck Middle School Virginia Beach, Virginia

#### Kitty Hawk Elementary School Kitty Hawk, North Carolina



### Education

START Safety Training  
30 Hour OSHA Certification  
CPR / First Aid Certification

### Years of Experience

Number of Years in the  
Industry: 25

Number of Years with  
S.B. Ballard: 1

### References

Tony Arnold  
Virginia Beach Public Schools  
Phone: 757.236.1090

William Schwegler  
Waller, Todd & Sadler  
Phone: 757.286.9030

Jim Troutman  
Virginia Beach Public Schools  
Phone: 757.342.8111





## **JOHNNY JOHNSON**

### **General Superintendent**

#### **Responsibilities**

As general superintendent, Mr. Johnson will be responsible for overseeing the project from start to completion. Mr. Johnson will provide supervision and guidance to the project superintendent and visit the site weekly. He will ensure the project stays on schedule and safety and quality control is maintained.

Mr. Johnson will be involved in the preconstruction phase of the project participating in constructability reviews, subcontractor prequalification reviews, and the preparation of scopes.

#### **Relevant Experience**

##### **Wilder Performing Arts Auditorium Renovation**

##### **Norfolk State University – Norfolk, Virginia**

This project consists of the renovation of the Wilder Auditorium, inclusive of removal and recovering of seating, removal and reinstallation of rigging, removal and reinstallation of all audio visual, repairs to the existing flooring, HVAC upgrades, etc.

##### **Lyman B. Brooks Library**

##### **Norfolk State University – Norfolk, Virginia**

This 132,000 square foot, 3-story a state-of-the-art library features a central lobby, media services, instruction rooms, classrooms, historic collections, group and individual study areas, E-Learning space, administrative offices, an archives room and museum/gallery area.

##### **Student Recreation Center**

##### **Old Dominion University, Norfolk, Virginia**

The Student Recreation Center is a 2-story, 121,000 square foot addition to the Health & PE Building (ODU Field House) and 31,000 square foot Natatorium, which was renovated as part of this project. This addition contains a basketball court, two-story rock climbing wall, racquetball courts, indoor hockey and soccer fields, dance studios, cardiovascular training rooms, indoor track, spinning room, weight room, juice bar with lounge, classrooms, offices, lobbies and locker rooms.

The Student Recreation Center is home to The Department of Human Movement Sciences (HMS) and contains a Movement Exercise Laboratory, Motion Analysis Laboratory, Applied Anatomy Laboratory, Human Performance Laboratory, Clinical Outcomes Research Laboratory, Motor Behavior Laboratory and a Therapeutic Recreation Laboratory.

##### **Child Development Center**

##### **Ft. Eustis, Virginia**

This project consisted of the construction of a 23,000 square foot Child Development Center. This center houses 300 children ranging in age from infants through school age. This contemporary single story structure includes classrooms, nurseries and playground areas.

##### **Kings Fork High School**

##### **Suffolk, Virginia**

This Suffolk High School was designed for 1,800 students and has a decentralized plan with a “school within a school” concept. The building has a main gym that seats all 1,800 students along with two basketball courts. The auditorium has seating for 850 students and the facility also has a black box theater with seating for 145. Kings Fork also has a two story dining facility with adjacent food court. This structure was built with 100 instructional areas and a large courtyard to allow for natural light and a secure outdoor dining area. This space also provides an amphitheater for events and occasions.

#### **General Experience**

Langley Fitness Center, Langley Air Force Base – Hampton, Virginia  
Virginia Sports Hall of Fame and Museum – Portsmouth, Virginia

#### **Education**

START Safety Training  
30 Hour OSHA Certification  
CPR / First Aid Certification  
Window Flashing Training  
Troubleshooting Concrete  
Construction Training

#### **Years of Experience**

Number of Years in the  
Industry: 33

Number of Years with  
S.B. Ballard: 16

#### **References**

Tim Meinhardt  
Moseley Architects  
Phone: 757.368.2800

Willy Spencer  
Old Dominion University  
Phone: 757.683.4614

John Martino  
Clark Nexsen  
Phone: 757.455.5800





## TIM PATTERSON, LEED AP, CxAP V.P. Building Systems Engineering/Mechanical Engineer

### Responsibilities

As Mechanical Engineer, Mr. Patterson will coordinate with the design professionals and provide engineering and technical support to subcontractors to ensure that all mechanical and plumbing systems meet the intent of the specifications. He will be responsible for review of all construction documents, submittals, quality management and commissioning oversight with regards to mechanical systems installed on this project. Mr. Patterson will be responsible for providing training to the Owner and End User for the production and function of all mechanical systems on this project.

Mr. Patterson has been in the construction industry for 29 years, 20 of which were spent as a mechanical system (HVAC) and DDC engineer. Tim has a strong background writing specifications and overseeing the installation of mechanical, electrical and plumbing equipment. Tim is a past President of the Hampton Roads Chapter of the American Society of Heating, Refrigeration and Air Conditioning Engineer, Inc. (ASHRAE).

Mr. Patterson recently completed his Masters in Design Studies (MDesS) in Architecture at Boston Architectural College with a concentration in Sustainable Design and Construction. At SBBCC, Tim orchestrates the operations of our Sustainable Design and Construction Division where he has developed, implemented and taught LEED GA and AP preparatory courses to our staff.

### Relevant Experience

#### Kellam High School Virginia Beach, Virginia

Kellam High School is one of the oldest high schools in Virginia Beach and will be replaced with a new 2,000 student school envisioned to be a prototype for 21<sup>st</sup> century learning. The new Kellam High School will consist of the construction of a two-story high school of approximately 330,000 square feet. It will accommodate six communities of about 330 students, each with its own section. It will have one main library, a courtyard with waterfall and a garden.

#### Lyman B. Brooks Library Norfolk State University – Norfolk, Virginia

The new Brooks Library provides Norfolk State University with a state of the art university library and provides space for library related activity and functions. This 132,000 square foot, 3 story building consists of a brick and aluminum curtain wall building with a sloping metal roof with glass roof elements.

The first floor has a central lobby, the Information Commons, Information Services, Media Services, a large & small instruction room as well as mechanical and electrical spaces. The second floor has collections, a variety of group study areas, the Marshal collection, an Archives area as well as a Museum/Gallery area. The third floor includes collections, group study rooms, E-Learning spaces and administrative offices.

#### Student Center Tidewater Community College – Chesapeake, Virginia

This three-story, 58,060 square foot Student Center provides space for campus activities and student recreation, lounge and study areas, meeting rooms, a café/food service venue, a fitness area and multi-purpose event rooms. Exterior materials include aluminum composite panels, brick veneer masonry, pre-cast concrete, with aluminum windows, curtain wall system and glass. The Site improvements include the demolition of approximately 100 existing parking areas for the new Student area and the construction of interior roadways and additional parking lots.

### General Experience

Dragas Hall, Old Dominion University – Norfolk, Virginia  
Norfolk Student Center, Tidewater Community College – Norfolk, Virginia  
Portsmouth Student Center, Tidewater Community College – Portsmouth, Virginia

### Education

MDesS. Sustainable Design and Construction: Boston Architectural College, Boston Massachusetts

B.S. Business Management: Old Dominion University, Norfolk, Virginia

B.S. Mechanical Engineering Technology: Central New England College, Worcester, Massachusetts

ASHRAE Technical and Professional Development Seminars

ASHRAE Hospital Systems and Design

ASHRAE Air Conditioning and Refrigeration System Design I & II

LEED Accredited Professional Commissioning Process Accredited Professional: University of Wisconsin Madison

### Professional Affiliations

Association of General Contractors (AGC) – Tidewater Chapter  
U.S. Green Building Council  
HR Chapter ASHRAE

### Years of Experience

Number of Years in the Industry: 29

Number of Years with S.B. Ballard: 5

### References

Ira Armstrong  
Chesapeake Bay Steel  
Phone: 757.622.2520

John Say  
CEGG Associates  
Phone: 757.499.4562

Donald Larsson  
Bowman-Foster and Associates  
Phone: 757.466.7400



## Larry Tipora Project Engineer

### Responsibilities

As Project Engineer for the Norfolk Public Schools new facilities, Larry Tipora will be responsible for constructability review of plans and specifications, shop drawing reviews and technical review of specifications to ensure client expectations of quality requirements are met.

### Relevant Experience

#### Kings Fork High School Suffolk, Virginia

Kings Fork High School is a 277,910 square foot, two-story school is designed for 1,800 students and has a decentralized plan with a “school within a school” concept. It is made up of four single-level grade houses, each containing space for an assistant principal, guidance counselor, teacher work areas, general classrooms, science labs, and resource spaces in addition to two to three specialized career/technical subjects. Science labs are designed as generically as possible with only Chemistry having a necessary uniqueness. Each pair of science lecture spaces shares a wet lab and preparation area separated by operable partitions.

The building has a 2,000 seat main gym with two basketball courts. The auditorium has seating for 870 students and the facility also has a black box theater with seating for 150. Kings Fork has a two story 19,000 square foot atrium dining facility with an 8,000 square foot courtyard containing a secure outdoor dining area and amphitheater. The amphitheater is used for events and occasions. A 4,000 seat stadium with track, tennis, soccer, field hockey, baseball and softball fields is located behind the school.

#### Linkhorn Elementary School Virginia Beach, Virginia

This project consisted of the construction of a 76,000 square foot state-of-the-art elementary school. Linkhorn Elementary school has ball fields, a nature trail, athletic and playground equipment. S.B. Ballard completed this project 78 days ahead of schedule.

#### Kellam High School Virginia Beach, Virginia

The new 2-story, 336,410 square foot Kellam High School will accommodate six communities of about 330 students. Each community will have learning commons, experimental labs, collaboration stations and modular classrooms.

The school will have one main library, an educational courtyard, outdoor classrooms, gymnasium, auditorium, black box theatre, a football and soccer stadium, track and field, football practice field, soccer practice field, two field hockey fields, baseball field, softball field, tennis court, sand volleyball courts, outdoor basketball courts, baseball and softball practice field and a band practice field.

### General Experience

Bayside Elementary – Virginia Beach, Virginia

Thalia Elementary – Virginia Beach, Virginia

Child Development Center – Fort Eustis, Virginia

Kellam High School – Virginia Beach, Virginia

Lewis Hall Renovations, Eastern Virginia Medical School – Norfolk, Virginia

Strelitz Diabetes Center Renovations, Eastern Virginia Medical School – Norfolk, Virginia

Hofheimer Hall, Eastern Virginia Medical School – Norfolk, Virginia

### Education

B.S. Civil Engineering, FEATI  
University: Manila, Philippines  
AutoCAD

### Years of Experience

Number of Years in the  
Industry: 35

Number of Years with  
S.B. Ballard: 12

### References

Dave Hackbirth  
Robinson Development Group  
Phone: 757.228.1853

Bob Bain  
Clark Nexsen  
Phone: 757.455.5800

Ron Baskins  
Chesapeake Bay Steel  
Phone: 757.622.2520



## **PHIL SIMON**

### **Scheduler/Construction Quality Control Manager**

#### **Responsibilities**

As Scheduler, Phil Simon will be responsible for developing and implementing the project schedule using Primavera software. He will track and update the schedule based on necessary changes and ensure the project maintains an aggressive, yet realistic timeline. Mr. Simon will provide insight to the team concerning any long lead items or critical work activities. At weekly subcontractor meetings and bimonthly staff meetings, he will provide updates so everyone has a clear understanding of the overall timeline of the project.

As CQC Manager, Mr. Simon will be responsible for all aspects of construction from submission of compliance, assuring material compliance upon delivery, maintaining as-built records, and providing O&M data. He will be directly responsible for the Three Phases of Control including maintaining the Testing Log, assigning personnel to perform inspections, monitoring and sampling materials and ensuring any corrective work is performed in an efficient and timely manner.

Phil Simon served in the United States Army from 1984 to 1991. Following his military service, he worked as a commercial carpenter and foreman for several commercial construction companies in the Denver, Colorado area. He transitioned into estimating and project management in the same field. In 1998, Mr. Simon moved to civil/highway construction, working as a heavy equipment operator, pipe layer, superintendent, and project manager for Foothills Excavating. In 2002, Mr. Simon was transferred into Foothills Excavating's parent organization and became construction director and chief operating officer of most of that organization's subsidiaries. This included responsibility for land development, sitework and civil construction, concrete work, and concrete supply. In 1997, Mr. Simon moved to Virginia and continued work as project manager for Bayview Construction Company in Franklin County.

#### **Relevant Experience**

##### **Building W-5**

##### **Naval Station Norfolk – Norfolk, Virginia**

This project renovated the existing 3-story, 24,624 square foot facility and provided a 3-story 5,725 square foot addition on the front and rear of the existing building. The building includes an Admiral's suite (consisting of three offices, a private toilet, and a conference room), vending space, and open office space on each floor.

##### **West Grace Street Housing North**

##### **Virginia Commonwealth University – Richmond, Virginia**

The West Grace Street Housing North Residence Hall is a five-story dormitory will add 388 beds in a mix of apartments and efficiency units. This mixed-use dormitory will total approximately 146,500 square feet.

The housing component will total 140,500 square feet while the ground floor mixed-use component will provide for 6,000 square feet of assembly, academic, and/or business use space. The building will include a "living/learning" center for international education that will provide residential and classroom facilities for VCU's international students.

##### **Kellam High School**

##### **Virginia Beach, Virginia**

The new 2-story, 336,410 square foot Kellam High School will accommodate six communities of about 330 students. Each community will have learning commons, experimental labs, collaboration stations and modular classrooms.

The school will have one main library, an educational courtyard, outdoor classrooms, gymnasium, auditorium, black box theatre, a football and soccer stadium, track and field, football practice field, soccer practice field, two field hockey fields, baseball field, softball field, tennis court, sand volleyball courts, outdoor basketball courts, baseball and softball practice field and a band practice field.

#### **Education**

Construction Health and Safety  
Technician (CHST)  
OSHA 10 & 30 Hr Safety  
Instructor  
Construction Quality Management  
Certification – US Army Corps  
of Engineers  
Safety Training Observation  
Program (STOP)  
OSHA Construction Outreach  
Training Course  
Confined Space Training  
Fall Protection Training  
Clean Room Protocol 1 & 2  
Hazardous Materials Training  
Defibrillator Training  
First Aid/CPR Certified

#### **Professional Affiliations**

U.S. Green Building Council

#### **Years of Experience**

Number of Years in the  
Industry: 19

Number of Years with  
S.B. Ballard: 3

#### **References**

Jeff Coleman  
InSituForm Corporation  
Phone: 303.513.3634

Jeff Jones  
J C Jones Excavation  
Phone: 719.491.2995

Tom Lovegrove  
Bayview Construction Company  
Phone: 540.537.6056



## **CHUCK BAIN** **Safety Officer**

### **Responsibilities**

As Safety Officer, Chuck Bain will be responsible for the development, administration and enforcement of a Project Specific Safety Plan and S.B. Ballard’s Corporate Safety Plan. Mr. Bain will make periodic unannounced inspections of the jobsite, inspecting not only S.B. Ballard subcontractors and their operations, but all operations on the site, including S.B. Ballard personnel.

While an employee of S.B. Ballard, Mr. Bain began training as a safety officer/quality control manager. His construction background combined with his education and training has provided Mr. Bain with the tools and knowledge necessary to provide S.B. Ballard with detailed safety programs, classes and manuals.

### **Relevant Experience**

#### **Edward E. Brickell Medical Sciences Library**

#### **Eastern Virginia Medical School – Norfolk, Virginia**

S.B. Ballard Construction Company was the general contractor for the construction of this 4-story, 65,000 square foot Medical Sciences Library Building. This is a state-of-the-art facility with an advanced information infrastructure allowing access to a host of digital resources. The Library houses the original Moorman Memorial Library collection, a computer lab, a computer classroom, historical collections, archives, and group and individual study seating.

Located adjacent to the Jones Institute, the Brickell Library was built in the midst of busy streets and sidewalks of Sentara Norfolk General Hospital and Children’s Hospital of the King’s Daughters. The existing building was kept fully operational during the major renovation and addition. The facility includes special features including a domed, sky lit rotunda entrance supported by large concrete columns. The circular steel staircase, glass curtain wall, intricate granite flooring and raised access flooring contribute to the architectural aesthetics of the structure.

#### **Union High School/ Central High School**

#### **Big Stone Gap, Virginia/ Wise, Virginia**

The new Union and Central High Schools will each provide a new 127,425 square foot facility to accommodate approximately 680 students. The schools will include classrooms, media center, computer labs, offices, science labs, locker rooms, exam rooms, gymnasium, teacher lounge, cafeteria, laundry room, auditorium and conference rooms.

#### **West Grace Street Housing North**

#### **Virginia Commonwealth University – Richmond, Virginia**

The West Grace Street Housing North Residence Hall is a five-story dormitory will add 388 beds in a mix of apartments and efficiency units. This mixed-use dormitory will total approximately 146,500 square feet.

The housing component will total 140,500 square feet while the ground floor mixed-use component will provide for 6,000 square feet of assembly, academic, and/or business use space. The building will include a “living/learning” center for international education that will provide residential and classroom facilities for VCU’s international students.

### **General Experience**

Lyman B Brooks Library, Norfolk State University – Norfolk, Virginia  
Student Recreation Center, Old Dominion University – Norfolk, Virginia  
Langley Fitness Center, Langley Air Force Base – Hampton, Virginia  
Kings Fork High School – Suffolk, Virginia

### **Education**

Construction Health and Safety  
Technician (CHST)  
OSHA 10 & 30 Hr Safety  
Instructor  
Construction Quality Management  
Certification – US Army Corps  
of Engineers  
Safety Training Observation  
Program (STOP)  
Confined Space Training  
Fall Protection Training  
Clean Room Protocol 1 & 2  
Hazardous Materials Training  
Defibrillator Training  
First Aid/CPR Certified

### **Years of Experience**

Number of Years in the  
Industry: 32

Number of Years with  
S.B. Ballard: 18

### **References**

Boo Twohy  
Capital Concrete  
Phone: 757.627.0630

Bob Bain  
Clark Nexsen  
Phone: 757.455.5800





## ***Exhibit 1 - Resumes***

### **RRMM Architects**

**Please see the following resumes for:**

Duane Harver – CEO/Principal/Design Project Manager

John Maddux – Principal/QA/QC/Project Oversight

Jeffrey Harris – Principal/Project Manager

Robert Berz – Principal/ Project Architect

Larry Simerson – Sr. Associate/Assistant Project Manager

Chris Gossett – Sr. Associate/ Assistant Project Manager

Karen Hermansky – Interior Designer/Space Planner

Leigh Barker – Associate/Director of Interior Design

Randell Brauner – Associate/Director of Construction Administration

Jason Sturniolo – Project CAD Manager



## DUANE M. HARVER, ARCHITECT

CEO / PRINCIPAL • DESIGN PROJECT MANAGER • LEED AP BD+C



### Education

BArch / Virginia Tech

**Registered Architect:** VA, GA, IA, ME, MN, NE, NY, ND, UT, VT, WV

**Certifications:** LEED AP BD+C

As Chief Executive Officer and Director of RRMM's K-12 Design Studio, Duane has overall responsibility for the educational design projects completed

by the firm's Chesapeake office. His 28-year architectural career has focused on projects designed to educate and enrich the lives of students of all ages. This experience has included planning, renovations, additions, and new construction of elementary schools, middle schools, high schools, and university structures. Duane works closely with clients to ensure final designs meet the needs of all users; this is especially important in school design, where certain areas of the school are frequently open to the community. Duane's experience includes the following projects:

- Hillpoint Elementary, Suffolk, VA
- Creekside Elementary, Suffolk, VA
- Pioneer Elementary, Suffolk, VA
- W.T. Cooke Elementary, Virginia Beach, VA
- Botetourt Elementary Additions/Renovations, Gloucester, VA
- Evergreen Elementary, Chesterfield County, VA
- Renaissance Academy, Virginia Beach, VA (LEED Gold Certified)
- Smithfield Middle, Isle of Wight County, VA
- Georgie D. Tyler Middle, Isle of Wight County, VA
- Page Middle, Gloucester County, VA
- Oscar Smith Middle, Chesapeake, VA
- Kings Fork Middle, Suffolk, VA
- New Kent County High, New Kent County High School, VA
- Grassfield High, Chesapeake, VA
- Kings Fork High, Suffolk, VA



New Kent County High School, New Kent County, VA  
Kings Fork Middle School, Suffolk, VA  
Renaissance Academy, Virginia Beach, VA [LEED Gold Certified]



# JOHN B. MADDUX, JR., ARCHITECT

PRINCIPAL • QA/QC • PROJECT OVERSIGHT



### Education

BArch / Virginia Tech

**Registered Architect:** VA, AL, AR, CT, GA, ID, IL, IN, KY, LA, MD, MT, NV, NJ, NC, OH, OK, SD, TX, WA

**Memberships:** Member, Greater Norfolk Corporation; Member, Governor's School for STEM Task Force

John is the President and Chairman on the Board of RRMM Architects. For over 30 years, his focus has been on the planning and design of educational facilities and how to make these facilities work effectively for the benefit of the students. His design approach is that other than the home, the school environment is the most critical that we construct. It should, therefore, enhance students' attitudes and willingness to learn, as well as their ability to learn. John will lead the Quality Assurance efforts of our team, and provide project oversight and coordination. His experience includes the following projects:

- Bay View Elementary Addition/Renovation, Norfolk, VA
- Blair Middle Addition/Renovation, Norfolk, VA
- Kempsville Meadows Elementary, Virginia Beach, VA
- W.T. Cooke Elementary, Virginia Beach, VA
- Thalia Elementary Addition/Renovation, Virginia Beach, VA
- Hickory Elementary Addition/Renovation, Chesapeake, VA
- Georgetown Primary Addition/Renovation, Chesapeake, VA
- Booker T. Washington Elementary Addition/Renovation, Suffolk, VA
- Renaissance Academy, Virginia Beach, VA (LEED Gold Certified)
- Kings Fork Middle, Suffolk, VA
- Smithfield Middle, Smithfield, VA
- New Kent High, New Kent County, VA
- Kings Fork High, Suffolk, VA
- Grassfield High, Chesapeake, VA
- Salem High, Virginia Beach, VA



Grassfield High School, Chesapeake, VA  
Kings Fork Middle School, Suffolk, VA  
W.T. Cooke Elementary School, Virginia Beach, VA



# JEFFREY A. HARRIS, ARCHITECT

PRINCIPAL • PROJECT MANAGER



### Education

BArch / Hampton University

### Registered Architect: VA

Jeff is an architect and Principal in RRMM's Chesapeake office with over 20 years' experience, with most of that time being spent designing a variety of educational facilities, from elementary schools through college and university buildings. He has been involved in all aspects of the design process from schematic design through construction administration. Having worked on new construction, renovation, and addition projects on a variety of campuses gives him a comprehensive understanding of today's educational facility design requirements. Jeff is adept at designing projects to complement a variety of architectural styles. His experience includes the following projects:



elementary schools through college and university buildings. He has been involved in all aspects of the design process from schematic design through construction administration. Having worked on new construction, renovation, and addition projects on a variety of campuses gives him a comprehensive understanding of today's educational facility design requirements. Jeff is adept at designing projects to complement a variety of architectural styles. His experience includes the following projects:

- Creekside Elementary, Suffolk, VA
- Hillpoint Elementary, Suffolk, VA
- Pioneer Elementary, Suffolk, VA
- Mack Benn Jr., Elementary, Suffolk, VA
- Northern Shores Elementary, Suffolk, VA
- Georgie D. Tyler Middle, Isle of Wight County, VA
- Yorktown Middle Addition/Renovation, York County, VA
- Booker T. Washington Middle Addition/Renovation, Newport News, VA
- Magruder Elementary Addition/Renovation, York County, VA
- Yorktown Elementary Addition/Renovation, York County, VA
- Dare Elementary Addition/Renovation, York County, VA
- W.T. Cooke Elementary Modernization, Virginia Beach, VA
- John B. Dey Elementary Addition/Renovation, Virginia Beach, VA
- York High Addition/Renovation, York County, VA
- Tabb Middle Renovation, York County, VA

Booker T. Washington Middle, Newport News, VA



# ROBERT S. BERZ, ARCHITECT

PRINCIPAL • LEED AP BD+C • PROJECT ARCHITECT



### Education

BArch / University of Tennessee

**Registered Architect:** VA

**Certifications:** LEED AP BD+C

Rob is a Registered Architect, Principal and Sustainability Director at RRMM. He is designing and/or managing the LEED and environmental sustainability efforts on over 2.1 million square feet of RRMM projects. His designs focus on working with solar, water, wind, aesthetic and community assets inherent and special to each project. Rob is a 2002 LEED Accredited Professional (BD & C) and a founding board member of the Hampton Roads Green Building Council (HRGBC), a US Green Building Council chapter. A former Virginia Sustainable Building Network board member and Environmental Commissioner for the City of Norfolk, Virginia, Rob is currently serving as Board Chairman of the HRGBC. Rob's representative project experience includes the following:

- Blair Middle School Historic Restoration/New Addition, Norfolk, VA
- Renaissance Academy, Virginia Beach, VA (LEED Gold Certified)
- Old Donation Center/Kemps Landing Magnet School, Virginia Beach, VA
- Grandy Village Community Learning Center, Norfolk, VA (LEED Gold Certified)
- Forest Glen Middle School Renovations, Suffolk, VA
- John F. Kennedy Middle School Renovations, Suffolk, VA
- John Yeates Middle School Renovations, Suffolk, VA
- Grassfield High School, Chesapeake, VA
- Falling Creek Elementary School Renovations, Chesterfield County, VA
- Child Development Center, Yorktown, VA (LEED Silver Certified)



Renaissance Academy, Virginia Beach, VA  
LEED Gold Certified

# LARRY R. SIMERSON

SENIOR ASSOCIATE • ASSISTANT PROJECT MANAGER



### Education

BArch / Virginia Tech

**Memberships:** Member, Council of Educational Facility Planners International

Larry has more than 17 years of design and project management experience for educational and municipal projects. He has been involved in all aspects of the design

process from schematic design through construction administration. Having worked on various new construction, addition, and renovation projects gives him a thorough awareness of changing facility needs. He has apprized himself of developments related to the architectural field by attending continuing education seminars on building code application, architectural hardware, roofing, office management and efficiency, time management and energy conservation, among others. Larry's experience includes the following projects:



Oscar Smith Middle School, Chesapeake, VA

- Blair Middle Feasibility Study, Norfolk, VA
- Grassfield Elementary, Chesapeake, VA
- Windsor Elementary (Prototype), Isle of Wight County, VA
- Pocahontas Elementary, Powhatan, VA
- Thurgood Marshall Elementary, Chesapeake, VA
- Christopher Farms, Linkhorn Park, Seatack, & New Castle Elementary (Prototypes), Virginia Beach, VA
- George W. Watkins Elementary Renovation/Addition, New Kent, VA
- New Kent Primary Renovation/Additions, New Kent, VA
- Oscar Smith Middle, Chesapeake, VA
- Grassfield High, Chesapeake, VA
- New Kent High, New Kent, VA
- Hopewell High Renovations, Hopewell, VA
- Auburn High, Montgomery County, VA



# CHRIS GOSSETT

SENIOR ASSOCIATE • ASSISTANT PROJECT MANAGER



### Education

AAS, Architectural Drafting & Design / ITT Tech – 1997

Chris has more than 10 years of design experience in the architectural industry. He has had extensive experience involving the design coordination and construction document production for numerous public schools. His additional responsibilities have included

assistance with programming, conceptual design, team coordination, specification writing, cost estimating, and detailing.



- Creekside Elementary, Suffolk, VA
- Hillpoint Elementary, Suffolk, VA
- Pioneer Elementary, Suffolk, VA
- Kempsville Meadows Elementary, Virginia Beach, VA
- W. T. Cooke Elementary, Virginia Beach, VA
- Page Middle School, Gloucester County, VA
- Oscar Smith Middle, Chesapeake, VA
- King's Fork Middle, Suffolk, VA
- New Kent High, New Kent County, VA
- King's Fork High, Suffolk, VA
- Grassfield High, Chesapeake, VA
- Renaissance Academy, Virginia Beach, VA
- Old Donation Center/Kemps Landing Magnet School, Virginia Beach, VA



# KAREN HERMANSKY, CID

LEED AP • INTERIOR DESIGNER/SPACE PLANNER



**Education**  
BFA, Interior Design / James Madison University

**Certificated Interior Designer:** VA

**Certification:** LEED AP

Karen is an interior designer and LEED Accredited Professional in RRMM’s Chesapeake office with more than 14 years’ experience. Her primary focus

has been on municipal and higher education design projects; however, Karen has also completed a number of office, hospitality, and medical office projects as well. Karen’s responsibilities include interior architecture, custom millwork, FF&E packages and procurement, art packages, custom furniture, carpet and lighting designs, construction administration, and FF&E installations—all with an eye toward sustainability.

- Page Middle, Gloucester, VA
- Quantico Elementary, Quantico, VA
- Martinsville High Addition/Renovation, Martinsville, VA
- Auburn High, Montgomery County, VA
- Auburn Middle Addition/Renovation, Montgomery County, VA





# LEIGH A. BARKER, CID, NCIDQ

ASSOCIATE • DIRECTOR OF INTERIOR DESIGN



### Education

BFA, Interior Design / James Madison University

**Certifications:** National Council for Interior Design Qualification (NCIDQ)

Certified Interior Designer—VA

As Director of Interior Design, Leigh brings more than 30 years of experience to our firm in interior design. She has

vast experience in space planning for specialized uses, selection and specification of interior finishes and furnishings, and extensive use of furnishings procurement and installation projects. Leigh has worked with clients on addition/ renovation as well as new construction projects to create or transform and enhance their facilities to meet the changing requirements in space utilization and interior aesthetics. Her representative project experience includes the following:



New Kent High, New Kent County, VA  
Kings Fork Middle, Suffolk, VA  
Hillpoint Elementary, Suffolk, VA

- Creekside Elementary, Suffolk, VA
- Hillpoint Elementary, Suffolk, VA
- Pioneer Elementary, Suffolk, VA
- Kempsville Meadows Elementary, Virginia Beach, VA
- W.T. Cooke Elementary, Virginia Beach, VA
- Louise Luxford Elementary Renovation/Addition, Virginia Beach, VA
- Yorktown Middle Addition/Renovation, York County, VA
- Achilles Elementary Addition/Renovation, Gloucester, VA
- Botetourt Elementary Addition/Renovation, Gloucester, VA
- Bon Air Elementary Addition/Renovation, Chesterfield, VA
- Falling Creek Elementary Addition/Renovation, Chesterfield, VA
- Blair Middle Renovation/Addition, Norfolk, VA
- Kings Fork Middle, Suffolk, VA
- Kings Fork High, Suffolk, VA
- New Kent High, New Kent County, VA
- York High Addition/Renovation, York County, VA
- Center for Trades & Technology, Hanover County, VA

# RANDELL E. BRAUNER, CDT, CCCA

ASSOCIATE • DIRECTOR OF CONSTRUCTION ADMINISTRATION



### Education

Computer Science / Old Dominion University

**Certifications:** Construction Documents Technologist (CDT)

Certified Construction Contract Administrator (CCCA)



Randy has more than 20 years of experience in construction and construction administration. His expertise includes all aspects of government, commercial, and residential construction from the ground up, including hiring and firing, payroll, bid process, material take-offs, submittal review, negotiating change orders, and managing large budgets well over \$50 million. He has excellent working relations with all levels of contacts such as government agents, environmental protection representatives, engineers, architects, inspectors, sub-contractors and owners. His experience includes the following projects:



Renaissance Academy, Virginia Beach, VA [LEED Gold Certified]  
Smithfield Middle, Isle of Wight County, VA  
Blair Middle, Norfolk, VA

- Blair Middle Renovation/Addition, Norfolk, VA
- Renaissance Academy, Virginia Beach, VA [LEED Gold Certified]
- Kempsville Meadows Elementary, Virginia Beach, VA
- Thalia Elementary Renovation/Addition, Virginia Beach, VA
- Bon Air Elementary Renovation/Addition, Virginia Beach, VA
- Falling Creek Elementary Renovation/Addition, Virginia Beach, VA
- Georgie D. Tyler Middle, Isle of Wight County, VA
- Smithfield Middle, Isle of Wight County, VA
- Kings Fork Middle, Suffolk, VA
- Great Bridge Middle Renovation, Chesapeake, VA
- Meadowbrook Middle Renovation, Norfolk, VA
- Kings Fork High, Suffolk, VA
- New Kent County High, New Kent County, VA
- Hopewell High Renovation/Addition, Hopewell, VA
- Center for Trades and Technology, Hanover, VA



Georgie D. Tyler Middle School, Isle of Wight County, VA

## JASON STURNIOLO

ASSOCIATE • DIRECTOR OF BIM/CADD TECHNOLOGY



### Education

AS, Architectural Technology / Pittsburgh Technical Institute

AS, Information Technology & Network Administration / Pittsburgh Technical Institute

**Certifications:** Autodesk Certified Instructor, Autodesk REVIT Architecture

REVIT Certified Professional

Jason is an Associate with RRMM and serves as Director of BIM and CADD Technology for the firm. He has more than 20 years' experience, and is one of less than 150 people in the world certified as an Autodesk Certified Instructor in Autodesk REVIT Architecture, the leading Building Information Modeling [BIM] software package for the architecture industry. Jason also serves as a member of the National BIM Standard Project Committee and the National CAD Standards Steering Committee through the building SMART alliance, a council of the National Institute of Building Sciences. He will be responsible for managing the BIM models for all schools, coordinating the project team's inputs. Jason's project experience includes the following:

- Union High School, Wise County, VA
- Central High School, Wise County, VA
- Page Middle School, Gloucester, VA
- Pioneer Elementary School, Suffolk, VA
- Georgie D. Tyler Middle School, Isle of Wight County, VA
- Masons Cove Elementary School, Roanoke, VA
- Meadows of Dan Elementary School, Patrick County, VA
- South Salem Elementary School, Salem, VA
- Auburn High School, Riner, VA
- 3<sup>rd</sup> Patrol Police Precinct, Norfolk, VA



Union High School Cafeteria, Wise County, VA  
3<sup>rd</sup> Patrol Police Precinct [LEED Gold Certified], Norfolk, VA



## Exhibit 1 - Resumes

### Waller, Todd and Sadler

Please see the following resumes for:

William Schwegler, AIA – Principal in Charge

Howard Collins, AIA – Project Architect

Maureen McElfresh – Project Manager/CADD/Revit

Jeffrey Pierce, LEED AP – LEED Project Administrator/CADD/Revit

Marsha Tucker, CID, LEED AP – Interior Designer

**WILLIAM SCHWEGLER, AIA**  
*Chief Operating Officer*

**Education:**

Bachelor of Science / Architecture /  
1979 / The Ohio State University

**Professional Registrations:**

Registered Architect  
VA (1985): 6272  
OH (1992): 7990  
NCARB: 42034

**Professional Affiliations:**

- ◆ American Institute of Architects;  
National Council of Architectural  
Registration Boards ; Society of  
American Military Engineers



Mr. Schwegler joined Waller, Todd & Sadler Architects, Inc. in 1981 and has substantial Design, Construction Administration and Quality Control Manager experience in a wide range of public and private sector projects. While this experience includes a diversity of projects, he is particularly effective where the projects require complex coordination skills. His experience in design, specifications, project management and cost estimating provide the nucleus for a well-organized commitment to any project. As such, Mr. Schwegler is responsible for the coordination of the design team's efforts, including the work of all project consultants. His involvement extends throughout a project, from initial programming through the construction phase and commissioning, thus providing continuity of services and ensuring that design objectives are met. He has over 34 years of experience as an architect with a wide range of project types, including both new construction and renovation of facilities.

**PROJECT EXPERIENCE:**

- ◆ Campostella K-8 School, Norfolk, VA
- ◆ Norview High School, Norfolk, VA
- ◆ Coleman Elementary School, Norfolk, VA
- ◆ Feasibility Study for Norview High School, Norfolk, VA
- ◆ Great Neck Middle School, Virginia Beach, VA
- ◆ Bayside Library, Virginia Beach, VA
- ◆ Corporate Landing Middle School, Virginia Beach, VA
- ◆ Larkspur Middle School, Virginia Beach, VA
- ◆ Glenwood Elementary School, Virginia Beach, VA
- ◆ Salem Junior High School, Virginia Beach, VA
- ◆ Additions and Renovations to Kellam High School, Virginia Beach, VA
- ◆ Additions & Renovations to Antilles High School, Virginia Beach, VA
- ◆ Additions to Western Branch High School, Chesapeake, VA
- ◆ Grassfield High School, Chesapeake, VA
- ◆ Oscar Smith High School, Chesapeake, VA
- ◆ Addition & Renovations to Oscar Smith High School, Chesapeake, VA
- ◆ Renovations to Camelot Elementary School, Chesapeake, VA
- ◆ Oscar Smith Middle School, Chesapeake, VA
- ◆ Greenbrier Middle School, Chesapeake, VA
- ◆ Joliff Middle School, Chesapeake, VA
- ◆ Interior Renovations to Nansemond-Suffolk Academy, Suffolk, VA
- ◆ Athletic/Recreation Facilities for JFK Middle School, Suffolk, VA
- ◆ Lower School Gymnasium, Nansemond-Suffolk Academy, Suffolk, VA
- ◆ Tarawa Terrace 2 Elementary School, Camp Lejeune, NC
- ◆ Brewster Middle School, Camp Lejeune, NC

**HOWARD COLLINS AIA**

*Principal-in-Charge*

**Education:**

Bachelor of Architecture / 1975 /  
NY Institute of Technology

**Professional Registrations:**

Registered Architect  
VA (1983): 005307

**Professional Affiliations:**

American Institute of Architects  
Council of Educational Facility  
Planners International  
Virginia Educational Facility Planners  
Governor's School for the Arts



Mr. Collins has over 37 years of experience in all facets of the architectural profession. He has managed a wide range of projects of both small and large scale for a variety of clientele, including municipal, higher-education, K-12 education, correctional, religious, multi-family residential housing, commercial, health care and local, state and federal government agencies, both stateside and abroad. On his projects, he is generally responsible for project programming, planning, public participation and feasibility studies

Mr. Collins has had the unique experience of being the former Director of Facilities Planning and Construction for Virginia Beach City Public Schools. During his tenure, he was responsible for implementing and administering a ten year Capital Improvement Program, worth in excess of \$330,000,000. He is well aware of the monetary restraints under which school divisions are placed and can offer solutions to keep costs down. He is a member of the Council of Educational Facility Planners as well as the Virginia Educational Facility Planners.

**PROJECT EXPERIENCE:**

- ◆ Coleman Place Elementary School, Norfolk, VA
- ◆ Great Neck Middle School, Virginia Beach, VA
- ◆ Feasibility Study for Coleman Place, Crossroads and Ocean View Elementary Schools, Norfolk, VA
- ◆ Hampton Roads Academy K-12 Master Plan, Newport News, VA
- ◆ Chesapeake Montessori School, Chesapeake, VA
- ◆ Williamsburg Montessori School Building Space and Site Needs Analysis
- ◆ Virginia Beach City Public Schools Annual Services, Virginia Beach, VA
  - ◆ Kellam High School Tech Ed Labs Renovation
  - ◆ Green Run Elementary School Roof Replacement
  - ◆ Storage Addition VBCPS School Plant
  - ◆ Cox High School Bleachers and Press Box
- ◆ Norfolk Public Schools Term Contract, Norfolk, VA
  - ◆ Berkley/Campostella CECC Roof Replacement
  - ◆ Norfolk Technical Center Re-Roof
- ◆ Virginia Community College System Term Contract, Various Campuses, VA
  - ◆ Blackwater Roofing, Tidewater Community College, Virginia Beach, VA
  - ◆ New Campus Entrance Signs, Eastern Shore Community College, Melfa, VA
  - ◆ Plant Services & Automotive Lab Reroof, TNCC, Newport News, VA

**MAUREEN MCELFRISH**

*Project Manager/CADD/Revit*

**Education:**

Bachelor of Arts / Architecture / 1994  
/ Carnegie Mellon University



Ms. McElfresh has been with the firm for 18 years and has extensive experience in both the public and private sectors. With her involvement in many of the firm's school projects, Maureen brings to this project strong experience in educational facility analysis, planning, and design. Maureen is an effective communicator who is responsive to the needs of the Client and who will work closely with the school system to develop a plan that addresses all issues. Her ability to offer creative solutions, as well as her CADD skills and computer presentation experience, render Maureen a valuable addition to any project.

**PROJECT EXPERIENCE:**

- ◆ Great Neck Middle School, Virginia Beach, VA
- ◆ Norview High School, Norfolk, VA
- ◆ Coleman Place Elementary School, Norfolk, VA
- ◆ Grassfield High School, Chesapeake, VA
- ◆ Oscar Smith Middle School, Chesapeake, VA
- ◆ Consolidated Elementary School, USMC, Quantico, VA
- ◆ Virginia Beach City Public Schools Annual Services, Virginia Beach, VA\* (22 projects)
- ◆ Norfolk Public Schools Term Contract, Norfolk, VA\* (6 projects)
- ◆ Virginia Beach Annual Services Contract, Virginia Beach, VA\* (12 projects)

**JASON MILLER, AIA**

*Project Architect/CADD/Revit*

**Education:**

Bachelor of Architecture/1998/Virginia Polytechnic Institute and State University

**Professional Registrations:**

2009/VA/013830; 2007/LEED/010-04-4376; AIA/38033171



Mr. Miller has served as a LEED Project Administrator on several projects for various agencies. His responsibilities include assigning roles and credits to the LEED project team, providing clarification and education to those members. He researches, collects and coordinates the final supportive data in order to achieve LEED points, as well as reviews the supportive data and credit information prior to submission to the U.S. Green Building Council. He is proficient in Revit BIM, AutoCAD, 3-D computer modeling, and web design and development.

**PROJECT EXPERIENCE:**

- ◆ Norview High School, Norfolk, VA
- ◆ Coleman Place Elementary School, Norfolk, VA
- ◆ Grassfield High School, Chesapeake, VA
- ◆ Oscar Smith Middle School, Chesapeake, VA
- ◆ Western Branch High School, Chesapeake, VA
- ◆ Consolidated Elementary School, USMC, Quantico, VA
- ◆ Virginia Beach City Public Schools Annual Services, Virginia Beach, VA\* (32 projects)
- ◆ Norfolk Public Schools Term Contract, Norfolk, VA\* (8 projects).

**JEFFREY PIERCE, LEED AP**

*LEED Project Administrator/CADD/Revit*

**Education:**

Bachelor of Science / Architecture / 2003 /  
University of Virginia

**Professional Registrations:**

LEED Accredited Professional

**Professional Affiliations:**

□ United States Green Building Council



As a LEED AP, Mr. Pierce has facilitated the accreditation process with USGBC on several WTS projects, most recently the LEED Certified USCG Station, Marquette, Michigan project, the first accredited facility for USCG FDCC LANT. In addition to developing construction documents, he is proficient in Revit BIM, AutoCAD, 3-D computer modeling, and web design and development.

**PROJECT EXPERIENCE:**

- ◆ Norview High School, Norfolk , VA
- ◆ Coleman Place Elementary School, Norfolk, VA
- ◆ Great Neck Middle School, Virginia Beach, VA
- ◆ Western Branch High School, Chesapeake, VA
- ◆ Virginia Beach City Public Schools Annual Services, Virginia Beach, VA\* (15 projects)
- ◆ Norfolk Public Schools Term Contract, Norfolk, VA \*(8 projects)
- ◆ Virginia Beach Annual Services Contract, Virginia Beach, VA\* (10 projects)
- ◆ Various Small Scale Projects, Norfolk State University, Norfolk, VA\* (3 projects)

**BRITTAN SPRINGS**

*Architect Intern/CADD/Revit*

**Education:**

Bachelors of Science in Architectural  
Technology/2007/Alfred State College



Mr. Springs is a graduate of Alfred State College and has over six years of Architect Intern/CADD experience. He has worked on major new construction and renovation for both the public and private sector. He works closely with the Principal in Charge and Project Manager from the inception of a project through construction. Mr. Springs has extensive experience in Revit BIM, AutoCAD, and 3-D computer modeling.

**PROJECT EXPERIENCE:**

- ◆ Consolidated Elementary School, USMC, Quantico, VA
- ◆ New Student Center, Tidewater Community College, Virginia Beach, VA
- ◆ Williams Farm Recreation Center, Virginia Beach, VA
- ◆ Virginia Beach Annual Services Contract, Virginia Beach, VA\* (6 projects)
- ◆ Virginia Community College System Term Contract, Various Campuses, VA\* (4 projects)

**MARSHA TUCKER, CID, LEED AP**  
*Interior Designer*

**Education:**

Bachelor of Science / 1987 / Indiana  
University of Pennsylvania

**Professional Registrations:**

Certified Interior Designer

VA: 0412000664

MD: 2073

NCIDQ: 018242

**Professional Affiliations:**

□ United States Green Building Council



Mrs. Tucker is a graduate of Indiana University of Pennsylvania and has over seventeen years of design experience. She is a certified Interior Designer and LEED accredited professional. Her design specialties include knowledge of programming, space planning, and construction documents. Other experience includes specifications of furniture, furnishings, and finishes for schools, universities, municipal, and government projects. Mrs. Tucker is dedicated to design detail and committed to excellence in design.

**PROJECT EXPERIENCE:**

- ◆ Consolidated Elementary School, USMC, Quantico, VA
- ◆ Virginia Beach City Public Schools Annual Services, Virginia Beach, VA\* (9 projects)
- ◆ Norfolk Public Schools Term Contract, Norfolk, VA\* (3 projects)
- ◆ Virginia Beach Annual Services Contract, Virginia Beach, VA\* (6 projects)
- ◆ Virginia Community College System Term Contract, Various Campuses, VA\* (2 projects)



## Exhibit 1 - Resumes

### Livas Group

Please see the following resumes for:

Elbert Walker, Jr. – Principal-in-Charge

John Spencer – Project Architect

William Milligan, III – Project Manager

Charles Allen – Project Planner

George Faulkner, Jr. – Project Manager

A. Ezell Washington – Project Manager



**ELBERT V. WALKER, JR., AIA  
PRINCIPAL -IN-CHARGE  
THE LIVAS GROUP ARCHITECTS, P.C.**

Elbert V. Walker has planned, designed, and directed all the firms projects for over fifty years. Over the years, he has established a reputation in the construction area through the quality control of construction documents & construction administration by meeting the budgeting & functional needs of the firm's clients. This work ranges from over 26 years of renovating, planning, and programming historic and new structure at Hampton University to AIA preservation design winning projects (Attucks Theater, Norfolk, Virginia). Mr. Walker's merit in his profession has been a major key of maintaining the legacy of The Livas Group Architects, P.C.

***Education***

*Bachelor of  
Science / Architecture  
1969  
Hampton Institute  
Hampton, VA*

***Registration***

*Registered Architect.  
Virginia,  
North Carolina,  
South Carolina and  
Illinois*

***Relevant Public Education Experience***

**City of Chesapeake Public Schools, Chesapeake, VA**

- Truitt Middle School Existing Conditions Study
- Deep Creek Middle School Existing Conditions Study
- Indian River High School Reroofing
- Norfolk Highlands Primary School Adequacy Study

**City of Norfolk Public Schools, Norfolk, VA**

- The New Ruffner Middle School
- Community Social Implications on School Design Pre-design Study for the Ruffner Middle School
- Granby High School Renovation & Addition-Associate Architect



**JOHN H. SPENCER, FAIA, ASLA**  
**PROJECT ARCHITECT**  
**THE LIVAS GROUP ARCHITECTS, P.C.**

John H. Spencer has over fifty years of experience as an Architectural educator and as a practicing Architect. Mr. Spencer joined the Livas Group in 1970 when he returned to Hampton, Virginia to head the Division of Architecture at Hampton Institute (Hampton University). Over the years Mr. Spencer has been Project Manager/Architect on a broad variety of building types but has been especially involved in education facilities.

***Education***

*Bachelor of  
Science /Architecture  
1956*

*Hampton Institute  
Hampton, VA*

*Bachelor of  
Landscape  
Architecture-1961  
Masters-1969*

*Univeristy of  
Massachusetts  
Amherst,  
Massachusetts*

***Registration***

*Registered Architect.  
Virginia,  
Massachusetts*

*Registered Landscape  
Architect.  
Massachusetts*

*Certified Landscape  
Architect-Virginia  
NCARB Certified*

***Relevant Public Education Experience***

**City of Chesapeake Public Schools, Chesapeake, VA**

- Truitt Middle School Existing Conditions Study
- Deep Creek Middle School Existing Conditions Study
- Indian River High School Reroofing
- Norfolk Highlands Primary School Adequacy Study

**City of Norfolk Public Schools, Norfolk, VA**

- The New Ruffner Middle School
- Community Social Implications on School Design Pre-design Study for the Ruffner Middle School
- Granby High School Renovation & Addition-Associate Architect

***Relevant Educational Experience***

- Hampton University Holland Hall Renovation, Hampton, VA
- Hampton University Softball Field & Events Operation Center, Hampton, VA
- Hampton University Winona Hall Renovation, Hampton, VA
- Hampton University Ogden Hall Renovation, Hampton, VA
- Hampton University Virginia Cleveland Hall Renovation, Hampton, VA



**WILLIAM H. MILLIGAN, III**  
**PROJECT MANAGER**  
**THE LIVAS GROUP ARCHITECTS, P.C.**

Mr. Milligan has over thirteen years of experience in architecture dealing with projects from conception through post architectural services. He leverages his knowledge of resources as a licensed realtor with his architectural background from predesign to completion by understanding the economical and contextual impacts of design.

*Education*

*Bachelor of  
Architecture-1996  
with Honors  
Hampton University  
Hampton, Virginia*

*Relevant Public Education Experience*

**City of Norfolk Public Schools, Norfolk, VA**

- Granby High School Renovation & Addition-Associate Architect

**Educational Facilities**

- Hampton University Softball Field & Events Center, *Hampton VA*
- Hampton University Virginia Cleveland Hall Renovation, *Hampton, VA*
- Hampton University Ogden Hall Renovation, *Hampton, VA*
- Norfolk State University L. Douglas Wilder Performing Arts Center Preplanning Study, *Norfolk, VA*
- Norfolk State University Wilson Hall Interior Renovation, *Norfolk, VA*



**CHARLES C. ALLEN, FAICP  
PROJECT PLANNER  
THE LIVAS GROUP ARCHITECTS, P.C.**

In 1991, Charles C. Allen returned to the private practice and currently provides urban planning services for The Livas Group Architects; in the Hampton Roads area. As a member of the Livas Group, Mr. Allen has provided planning services in development of master facility plans for Hampton University, Virginia State University, Saint Paul's College and Saint Augustine's College. Mr. Allen's professional skills serve the firm in its many projects with educational facilities.

*Education*

*Master of Science  
in Urban Planning  
1961*

*Columbia University  
School of  
Architecture*

*Bachelor of  
Science / Architecture  
1958*

*Hampton Institute  
Hampton, Virginia*

*Registered Urban  
Planner:  
Massachusetts*

*Relevant Public Education Experience*

**City of Chesapeake Public Schools, Chesapeake, VA**

- Truitt Middle School Existing Conditions Study
- Deep Creek Middle School Existing Conditions Study
- Indian River High School Reroofing
- Norfolk Highlands Primary School Adequacy Study

**City of Norfolk Public Schools, Norfolk, VA**

- The New Ruffner Middle School
- Community Social Implications on School Design Pre-design Study for the Ruffner Middle School
- Granby High School Renovation & Addition-Associate Architect for the Ruffner Middle School
- Granby High School Renovation & Addition-Associate Architect

*Relevant Experience*

- Hampton University Student Dining Facility, Hampton, VA
- Hampton University Multi-Use Facility, Hampton, VA
- Saint Augustines' College Track & Field Raleigh, NC
- Saint Augustines' College Delany Hall Renovation, Raleigh, NC



**GEORGE F. FAULKNER, JR., R.A.**

**PROJECT MANAGER  
THE LIVAS GROUP ARCHITECTS, P.C.**

George F. Faulkner, Jr. joined the Livas Group in 1986 and has twenty-five years of experience as a Senior Design Architect/Project Architect on a variety of buildings in the Hampton Roads Region, staying with projects from conception to completion.

*Education*

*Bachelor of  
Science / Architecture  
1987*

*Registration*

*Registered Architect.  
Virginia*

*Relevant Public Education Experience*

**City of Norfolk Public Schools, Norfolk, VA**

- The New Ruffner Middle School
- Community Social Implications on School Design Pre-design Study for the Ruffner Middle School
- Granby High School Renovation & Addition-Associate Architect for the Ruffner Middle School
- Granby High School Renovation & Addition-Associate Architect

*Relevant Educational Experience*

- Hampton University Student Dining Facility (New Constr.) *Hampton, VA*
- Hampton University Research Center (New Construction) *Hampton, VA*
- Hampton University Scripps Howard School of Journalism (New Construction) *Hampton, VA*
- Virginia State University Johnston Memorial Library Renovation *Petersburg, VA*



**A. EZELL WASHINGTON**

**PROJECT MANAGER  
THE LIVAS GROUP ARCHITECTS, P.C.**

Mr. Washington has been with LGA since 1998 as Project Manager. His background in City and Regional Planning has been an essential element when compiling studies and master plans.

*Relevant Public Education Experience*

**City of Norfolk Public Schools, Norfolk, VA**

- Granby High School Renovation & Addition-Associate Architect

*Relevant Educational Experience*

- Hampton University Multi-Use Facility, Hampton, VA
- Hampton University Holland Hall Renovation, Hampton, VA
- Saint Augustine's College Track & Field, Raleigh, NC
- Saint Augustine's College Delany Hall Renovation, Raleigh, NC
- Saint Augustine's College Master Plan, Raleigh, NC
- Saint Augustine's College Master Plan, Raleigh, NC

*Education*

*Bachelor of  
Architecture  
1996*

*Hampton University  
Hampton, VA*

*Masters of City and  
Regional Planning  
1998*

*Clemson University  
Clemson, SC*



## ***Exhibit 1 - Resumes***

### **Kimley-Horn**

**Please see the following resumes for:**

Dave France, P.E. – Project Manager

Eddie Marscheider, P.E. – Principal-in-Charge

Robyn Niss, P.E. – Project Engineer

Carroll Collins, P.E. – Traffic Engineer

Karl Mertig, CPESC – Environmental Scientist

# David France, P.E.

*Project Manager*



## Relevant Experience

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Dave has more than 20 years of experience in civil engineering and provides services for clients in both the public and private sectors. He has been responsible for the successful delivery of projects ranging from complex, multidisciplinary land development projects to pavement rehabilitation. Dave has served as a project manager or project engineer on more than a dozen school projects in the Hampton Roads region and has provided services ranging from site evaluations to site plan design, from infrastructure improvements to construction plans and specifications. He specializes in master planning, schematic design, site selection, feasibility studies, charrettes and public involvement, bridging documents, cost estimating, specifications, sustainable design, plans and construction documents. Dave also offers considerable experience in roadway design.

Crossroads PK-8 School, Norfolk, VA — Project Manager

Lindenwood Elementary School, Norfolk, VA — Project Manager

Page Middle School, Gloucester County, VA — Principal-in-Charge

Modernization of Indian River High School, Chesapeake, VA — Project Engineer

Western Branch High School Expansion, Chesapeake, VA — Project Engineer

Elementary and Middle School Site Evaluations, Suffolk, VA — Project Engineer

Engineering Services to Evaluate Parcels of Land for a New Elementary School, Suffolk, VA — Principal-in-Charge

Suffolk Public Schools, Evaluation of Three Parcels for an Elementary Schools, Suffolk, VA — Principal-in-Charge

John Yeates Middle School, Suffolk, VA — Principal-in-Charge

Southwestern Elementary School, Suffolk, VA — Project Manager

Kellam High School, Virginia Beach, VA — Project Engineer

Apprentice School Facility (Design-Build) for Northrop Grumman Shipbuilding, Newport News, VA — Project Engineer

Norfolk Airport Authority Architecture/Engineering On-Call Services, Norfolk, VA — Project Manager

Norfolk Airport Authority Pavement Rehabilitation, Norfolk, VA — Project Manager

Norfolk Airport Authority Site Plan for the Security Checkpoint and Concourse B Widening, Norfolk, VA — Project Manager

Norfolk International Airport Landside Pavement Management Plan Update, Norfolk, VA — Project Manager

Annual Professional Services for Architectural and Engineering Services, Hampton, VA — Project Engineer

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### Professional Credentials

Bachelor of Science, Civil Engineering, Virginia Polytechnic Institute and State University, 1995

Professional Engineer in Virginia

### Professional Organizations

American Institute of Architects (AIA)

American Society of Civil Engineers (ASCE)

National Society of Professional Engineers (NSPE)

Urban Land Institute

Virginia Society AIA

Hampton Roads Associates for Commercial Real Estate

Virginia Economic Developers Association

Central Business District Association

# Eddie A. Marscheider, P.E.

*Principal-in-Charge*



## Relevant Experience

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Eddie has 19 years of experience managing a wide variety of site development projects and specializes in K-12 education projects. He has completed dozens of projects for schools throughout Hampton Roads, including Norfolk Public Schools. He has worked for the City of Norfolk and on projects in the City for his entire career and has a complete understanding of the permitting requirements as well some of the challenges associated with redevelopment projects in the City. His experience includes site selection studies and assessments; site plan design; major and minor school renovations, additions, and site improvements; and construction phase services. Eddie has provided services for elementary, middle, PK-8, and high schools as well as support facilities such as bus terminals, parking lots, and administrative buildings. He brings an added level of knowledge and insight gained from his experience with land development projects and urban redevelopment and infrastructure renewal projects for municipalities including roadway and streetscape design, drainage, utilities, public involvement, and bidding and construction phase services.

Crossroads Pre-Kindergarten through 8th Grade (PK-8) School, Norfolk, VA — Principal-in-Charge

Lindenwood Elementary School, Norfolk, VA — Principal-in-Charge

Azalea Gardens Middle School, Norfolk, VA — Project Manager

Coronado School, Norfolk, VA — Project Manager

Coleman Place Elementary School, Norfolk, VA — Project Manager

Kellam High School, Virginia Beach, VA — Project Manager

Hunter B. Andrews PK-8 School, Hampton, VA — Project Manager

Modernization of Indian River High School, Chesapeake, VA — Project Manager

The George P. Phenix PK-8 School, Hampton, VA — Principal-in-Charge

Consolidated Old Donation/Kemps Landing Magnet School, Virginia Beach, VA — Principal-in-Charge

Southwestern Elementary School, Suffolk, VA — QC/QA Reviewer

Elementary and Middle School Site Evaluations, Suffolk, VA — Project Engineer

Western Branch High School Expansion, Chesapeake, VA — Principal-in-Charge

School Site Selection Study for New Elementary and Middle Schools, James City County, VA — Project Manager

Alexandria City Public Schools Architectural/Engineering Services for Multiple Projects, Alexandria, VA — QC/QA Reviewer

Greenbrier Middle School Softball Fields, Chesapeake, VA

Hopewell High School Renovations, Hopewell, VA — Project Manager

Middle School Site Selection Study, James City County, VA — QC/QA

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### Professional Credentials

Bachelor of Science, Civil Engineering, Old Dominion University, 1995

Professional Engineer in Virginia

### Professional Organizations

Hampton Roads Association of Commercial Real Estate

# ■ Robyn M. Niss, P.E., LEED AP

*Project Engineer*



## Relevant Experience

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Robyn Niss specializes in site design, from planning through construction and offers extensive experience with state and local permitting. She has served as a project engineer on projects for more than 13 school projects in the Hampton Roads area, including four in the City of Norfolk. She administered the construction phase services for the two new schools completed in 2011 in the City of Hampton and the Indian River High School modernization project in Chesapeake. Robyn has also taken the lead on LEED document preparation in the Sustainable Sites Category for six school projects. Robyn's project experience includes:

Career & Technical Education Site Study, Norfolk, VA – Project Manager

Crossroads PK-8 School, Norfolk, VA — Project Engineer

Coronado School, Norfolk, VA — Project Engineer

Azalea Gardens Middle School, Norfolk, VA — Project Engineer

NAVFAC Midlant P-285 NAS Damage Control School Facility, Norfolk, VA – Project Engineer

Consolidated Old Donation/Kemps Landing Magnet School, Virginia Beach, VA — Project Manager

The George P. Phenix PK-8 School, Hampton, VA — Project Engineer

Hunter B. Andrews PK-8 School, Hampton, VA — Project Engineer

Modernization of Indian River High School, Chesapeake, VA — Project Engineer

Western Branch High School Expansion, Chesapeake, VA — Project Engineer

Kellam High School, Virginia Beach, VA — Project Engineer

Hampton City Schools' Temporary Operations Center, Hampton, VA — Project Engineer

Hopewell High School Renovations, Hopewell, VA — Project Engineer

Marine Corps Base Camp Lejeune Heroes Elementary School, Camp Lejeune, NC — Project Engineer

Newport News Apprentice School, Newport News, VA — Project Engineer

Rockefeller Apartments, Norfolk, VA — Project Engineer

Partrea Elderly Midrise Apartments, Norfolk, VA — Project Manager

Norfolk Residence Inn, Norfolk, VA — Analyst

Lamberts Point Infrastructure Improvements, Norfolk, VA

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### Professional Credentials

Bachelor of Science, Civil Engineering, Michigan Technological University, 2006

Professional Engineer in Virginia

LEED AP, Building Design and Construction

### Professional Organizations

Hampton Roads Green Business Council

# Carroll E. Collins, III, AICP

*Transportation Planner/Traffic Engineer*



## Relevant Experience

Carroll has more than 18 years of transportation planning and traffic operations experience serving both public and private clients. Carroll specializes in transportation planning, access management, travel demand modeling, land use/socioeconomic data analysis, and public involvement. Carroll has served as transportation task leader on multiple school related projects in the Hampton Roads area ranging from new or redeveloped school site traffic studies, school traffic circulation studies, as well as bicycle and pedestrian safety and operations analyses. Carroll's recent projects have included corridor studies, highway and local road improvement evaluations, development and implementation of master transportation plans, school site selection analysis and evaluation, and several area wide comprehensive plan updates. He will serve as the lead transportation planner/traffic engineer for this project. Carroll's project experience includes:

Crossroads PK-8 School, Norfolk, VA — Project Planner

Williamsburg-James City County New Elementary School/Middle School Traffic Impact Study, James City County, VA — Project Manager

Consolidated Old Donation/Kemps Landing Magnet School, Virginia Beach City Public Schools, Virginia Beach, VA — Project Planner

Page Middle School, Gloucester County Public Schools, Gloucester County, VA - Project Planner

Southwest Elementary School, City of Suffolk Public Schools, Suffolk, VA - Project Planner

Western Branch High School Expansion, Chesapeake City Public Schools, Chesapeake, VA - Project Planner

College of William & Mary, Jamestown Road Pedestrian Activity Assessment and Study, Williamsburg, VA - Project Manager

Engineering Services to Evaluate Parcels of Land for a New Elementary School for Suffolk Public Schools, Suffolk, VA — Project Planner and Task Manager for the Site Access/Traffic Circulation Evaluation

James River Elementary School Safe Routes to School Project for Williamsburg-James City County Public Schools, James City County, VA — Project Manager

Jamestown Road Pedestrian Activity Assessment and Study, Williamsburg, VA — Project Manager

Churchland Elementary School Safe Routes to School Project, Portsmouth, VA — Project Engineer

College of William and Mary, Mason School of Business Traffic and Parking Study, Williamsburg, VA — Project Manager

Centerville Road and Jolly Pond Road Intersection Improvements, James City County, VA — Project Planner

Route 5 Urban/Suburban Multimodal Corridor Study, Richmond/Henrico County, VA — QC/QA Reviewer

## Professional Credentials

Master of Arts, Transportation Planning, University of North Carolina at Charlotte, 1996

Bachelor of Arts, Geography, Samford University, 1994

American Institute of Certified Planners

AICP, 2001

VDOT Basic Work Zone Traffic Control Training, #100810010

## Professional Organizations

American Planning Association

APA-Virginia Chapter

Institute of Transportation Engineers

Society of American Military Engineers

# Karl E. Mertig, CPESC

*Environmental Scientist*



## Relevant Experience

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Karl has 15 years of experience as an environmental professional in Hampton Roads and brings extensive experience in environmental permitting, assessments, and hazardous materials management, he serves local and national private developers, the federal government, and municipalities. He has served as an environmental consultant to the City of Norfolk for 7 years and is the project manager for the City of Norfolk Department of Public Works' Environmental and Regulatory Planning Assistance on-call contract. Karl leads Kimley-Horn's stormwater regulatory group where he specializes in supporting municipal stormwater programs. His support to the City of Norfolk in the past three years has included the development of storm water permit applications, Chesapeake Bay TMDL support and providing guidance on stormwater regulatory changes. Karl has served as environmental scientist for school projects in Hampton Roads and often leads the development and filing of the required environmental permits needed to construct projects. Karl's project experience includes:

Oscar Smith Middle School Contamination Assessment and Remediation, Chesapeake, VA — Environmental Scientist

Western Branch High School Expansion, Chesapeake, VA — Environmental Scientist.

The George P. Phenix PK-8 School, Hampton, VA — Environmental Scientist

Hunter B. Andrews PK-8 School, Hampton, VA — Environmental Scientist

School Site Selection Study for New Elementary and Middle Schools, James City County, VA — Environmental Scientist.

Partrea Elderly Midrise (Apartments), Norfolk, VA — QC/QA Reviewer

Norfolk State University New Campus Police Headquarters, Norfolk, VA — Environmental Scientist

Chesapeake Bay Total Maximum Daily Load (TMDL) Support Services, Norfolk, VA — Project Manager

Elizabeth River and Lake Taylor Stormwater Outfall Assessment and Inventory, Norfolk, VA — Project Manager

Phase 1 Site Improvements for Parking Garage D at Norfolk International Airport, Norfolk, VA — Environmental Scientist

Elizabeth River Outfall Assessment and Inventory, Norfolk, VA — Task Manager

Partrea Elderly Midrise Apartments, Norfolk, VA — QC/QA Reviewer

Phase 1 Site Improvements for Parking Garage D at Norfolk International Airport, Norfolk, VA — Environmental Scientist

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### Professional Credentials

Bachelor of Arts, Environmental Science, University of Virginia, 1998

Certified Professional in Erosion and Sediment Control

Professional Wetlands Delineator

### Professional Organizations

Virginia Association of Wetland Professionals

Virginia Lakes and Watersheds Association



## Exhibit 1 - Resumes

### Thompson Consulting Engineers

Please see the following resumes for:

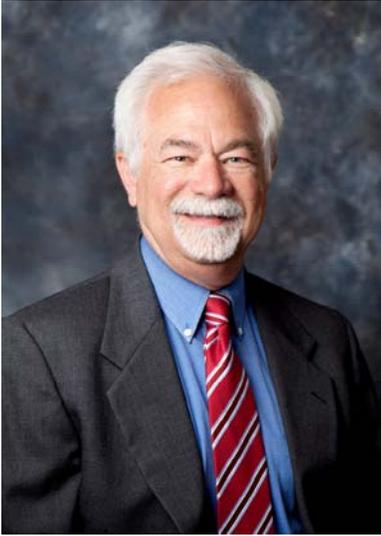
Mark Thompson – P.E., LEED AP – Principal/Chief Executive Officer

Kevin Allen, P.E., LEED AP – Principal/President

George Chappell, Jr. – Principal/Executive Vice President

# Mark W. Thompson, P. E., LEED AP

Principal, Chief Executive Officer



With 33 years of experience in the consulting engineering profession, Mr. Thompson has extensive experience in project management, HVAC design, specification writing, report writing, quality control and contract administration. As a member of the staff for 29 years, he is responsible for the Mechanical Engineering on all of the firm's projects for the past 26 years.

Mr. Thompson serves as Principal-In-Charge or Project Manager on projects and is responsible for developing the HVAC concepts and ensuring quality for all of the firm's mechanical projects.

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## EDUCATION

Virginia Polytechnic Institute,  
Bachelor of Science Mechanical  
Engineering, 1978

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## QUALIFICATIONS

33 years of Consulting Engineering

Registered Professional Engineer in  
Virginia, North Carolina and District of  
Columbia

Recognized LEED Accredited Professional by  
the U.S. Green Building Council

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## ASSOCIATIONS

American Society of Heating, Refrigeration  
and Air-Conditioning Engineers

International Code Council

US Green Building Council

## Selected Experience

### Windsor Oaks Elementary School

*New Construction*

Virginia Beach Public Schools, Virginia

### Renaissance Academy

*New Construction*

Virginia Beach Public Schools, Virginia

### General Stanford Elementary School

*New Construction*

Newport News Public Schools, Virginia

### Virginia Beach Middle School

*New Construction*

Virginia Beach Public Schools, Virginia

### Powhatan Elementary School

*New Construction*

Powhatan County Public Schools, Virginia

### New Castle Elementary School

*New Construction*

Virginia Beach Public Schools, Virginia

**Kevin D. Allen, P. E., LEED AP**  
Principal, President



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**EDUCATION**

Old Dominion University  
Bachelor of Science Mechanical  
Engineering, 1988

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**QUALIFICATIONS**

28 years of Mechanical Engineering Design

Registered Professional Engineer in  
Virginia, North Carolina and District of  
Columbia

Recognized LEED Accredited Professional  
by the U.S. Green Building Council

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**ASSOCIATIONS**

American Society of Heating, Refrigeration  
and Air-Conditioning Engineers

International Code Council

US Green Building Council

With 28 years of experience in construction and mechanical engineering design, with particular emphasis on HVAC, Mr. Allen's expertise covers all phases of mechanical consulting engineering, including design, energy analyses, life cycle cost, problem-solving and report preparation. He is experienced in the preparation and application of computer-based energy analyses and life cycle costing systems.

Mr. Allen serves as Principal-In-Charge, Project Manager and Project Engineer depending on the project and is responsible for the Mechanical Engineering Department.

Mr. Allen's proven capabilities in mechanical engineering have been utilized on a wide diversity of project types and engineering tasks such as education facilities, industrial plants, office buildings, central utility plants, energy and economic analyses. Mr. Allen is also highly skilled in the analysis of indoor air quality issues, investigative and remedial engineering and HVAC system commissioning.

**Selected Experience**

**Linkhorn Park Elementary School**

*New Construction*  
Virginia Beach Public Schools, Virginia

**Granby High School**

*Additions and Renovations*  
Norfolk Public Schools, Virginia

**Kellam High School**

*New Construction*  
Virginia Beach Public Schools, Virginia

**Kiln Creek Elementary School**

*New Construction*  
Newport News Public Schools, Virginia

**Ruffner Middle School**

*New Construction*  
Norfolk Public Schools, Virginia

**Renaissance Academy**

*New Construction*  
Virginia Beach Public Schools, Virginia

## George H. Chappell, Jr.

Principal, Executive Vice President



Mr. Chappell functions as Principal-In-Charge and/or Project Manager and is responsible for the Electrical Engineering Department. He supervises the electrical engineers in the preparation of the contract documents and the construction administration. Being employed with the firm since 1980, he has been responsible for the Electrical Engineering on all of the firm's projects for the past 28 years.

Mr. Chappell's expertise is in electrical engineering, specification writing, cost estimating and construction administration of both interior and exterior electrical systems serving buildings and related facilities. In this experience are power distribution (through 34.5 KV), lighting specialty communications, fire alarm, security systems and education technology systems.

He is familiar with the proper application of the National Electrical Code, the National Electrical Safety Code, the International Building Code and the Americans with Disabilities Act. He is well versed in the requirements of the Light Safety Code as it applies to electrical systems. George is the past Vice Chairman of the Building Code Appeals Board for the City of Hampton.

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### EDUCATION

Newport News Shipbuilding Apprentice School  
Certified Plant Engineer, 1973  
Old Dominion University  
Thomas Nelson Community College

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### QUALIFICATIONS

41 years of Electrical Engineering

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### ASSOCIATIONS

Virginia Society of Healthcare Engineers

### Selected Experience

#### **Norview Middle School**

*New Construction*  
Norfolk Public Schools, Virginia

#### **Mack Benn Elementary School**

*New Construction*  
Suffolk Public Schools, Virginia

#### **Pocahontas Elementary School**

*New Construction*  
Caroline County Public Schools, Virginia

#### **New Castle Elementary School**

*New Construction*  
Virginia Beach Public Schools, Virginia

#### **Suffolk Elementary School**

*New Construction*  
Suffolk Public Schools, Virginia

#### **Ruffner Middle School**

*New Construction*  
Norfolk Public Schools, Virginia



***Exhibit 1 - Resumes***

**Speight, Marshall & Francis, P.C.**

**Please see the following resumes for:**

Daniel Speight, P.E. – President/Principal Structural Engineer

Jonathan Walesczyk, P.E. – Partner / Director of Operations/Principal Structural Engineer/Project Manager



# SPEIGHT, MARSHALL & FRANCIS, P.C.

2125 McComas Way, Suite 103  
Virginia Beach, Virginia 23456  
(757) 427-1020 | [www.smandf.com](http://www.smandf.com)



## Daniel W. Speight, P.E.

*President*

*Principal Structural Engineer*

[dws@smandf.com](mailto:dws@smandf.com)

### EDUCATION

Bachelor of Science in Civil Engineering (Structural Engineering Concentration), 1986  
Old Dominion University, Norfolk, Virginia

### PROFESSIONAL ACTIVITIES AND AFFILIATIONS

- Affiliate Member of the Hampton Roads Chapter, American Institute of Architects (AIA)
- American Institute of Steel Construction (AISC)
- International Code Council (ICC)
- Instructor of the General Structures & Lateral Forces course for the ARE (Architectural Registration Examination)

### ENGINEERING LICENSES

Arizona	Indiana	Nebraska	Oklahoma	Washington D.C.
Colorado	Kentucky	Nevada	Oregon	Wisconsin
Connecticut	Maine	New Jersey	Pennsylvania	NCEES Structural 1
Delaware	Maryland	New York	South Carolina	
Florida	Massachusetts	North Carolina	Virginia	
Georgia	Michigan	Ohio	Washington	

### INDUSTRY EXPERIENCE

27.5 years

### EXPERIENCE WITH FIRM

18.5 years (since inception 1/23/95)

### EXPERIENCE AND QUALIFICATIONS

Mr. Speight started his career working in the Engineering Department of the Newport News Shipbuilding and Drydock Company while attending Old Dominion University. Upon graduating, he worked for Stroud, Pence and Associates, Ltd. as a Project Engineer and Associate until he resigned to form Speight, Marshall & Francis, P.C. in 1994. Now, in addition to holding 26 Professional Engineering licenses including Virginia (#021282), he is also a Virginia Class A Contractor.

Mr. Speight has the expertise and commitment required for the successful completion of the **Norfolk Public Schools PPEA projects**, thus he will serve as Principal Structural Engineer and the firm's main point of contact. **He has designed many public school projects with both RRMM Architects' and Waller, Todd & Sadlers' key staff over the years in the Hampton Roads area, which has fostered strong working relationships with their firms.**

Mr. Speight has established our firm's reputation for not missing deadlines. Mr. Speight frequently demonstrates his quick response to the **City of Norfolk** and prides himself on **responding quickly to client requests** and being easily reached in the office, by mobile device, or at home. Relevant experience within the last three years includes:

- Consolidated Old Donation Center/Kemps Landing Magnet School Replacement, Virginia Beach, VA
- Kellam High School, Virginia Beach, VA
- Virginia Beach Middle School, Virginia Beach, VA
- Page Middle School, Gloucester, VA
- Simonsdale Elementary School, Portsmouth, VA
- Sussex Elementary School, Sussex County, VA
- Moss-Nuckols Elementary School, Louisa County, VA
- Thomas Jefferson Elementary School, Louisa County, VA
- Quantico Elementary School, MCB, Quantico, VA



# SPEIGHT, MARSHALL & FRANCIS, P.C.

2125 McComas Way, Suite 103  
Virginia Beach, Virginia 23456  
(757) 427-1020 | [www.smandf.com](http://www.smandf.com)



## Jonathan Walesczyk, P.E.

*Partner / Director of Operations*  
*Principal Structural Engineer/Project Manager*  
[jw@smandf.com](mailto:jw@smandf.com)

### EDUCATION

Bachelor of Science in Engineering Technology (Civil, Structural & Construction Management Emphasis), 1997  
Old Dominion University, Norfolk, Virginia

### PROFESSIONAL AFFILIATIONS

- American Institute of Steel Construction (AISC)

### P.E. LICENSES

Virginia  
District of Columbia  
NCEES Structural 1

### INDUSTRY EXPERIENCE

17 years

### EXPERIENCE WITH FIRM

13 years (since 8/28/00)

### EXPERIENCE AND QUALIFICATIONS

Mr. Walesczyk started his Structural Engineering career working for McPherson & Associates designing a wide variety of projects including **public school projects in the Hampton Roads area**. A partner in our firm, he serves as Principal Structural Engineer, Project Manager, and our firm's Director of Operations. Virginia (P.E. #038889) he performs studies and **designs many of our K-12 public school projects**.

Mr. Walesczyk will serve as **Principal Structural Engineer and Structural Project Manager** for the **Norfolk Public Schools PPEA Projects** and is fully committed to and is available for their successful completion. He will coordinate efforts among the project team and attend all required meetings to stay on top of all facets of each project. His responsibilities with our firm include project management, structural investigations, feasibility studies, design/build RFP documents, preparation of full contract drawings, peer review, shop drawing review, and construction administration including inspection during construction.

**Mr. Walesczyk has facilitated a strong working relationship with both RRMM Architects' and Waller, Todd & Sadlers' key staff on public school projects over the years.** He is **well-acquainted with the City of Norfolk building code requirements**, as he performs evaluations, designs, and inspection services for the City on a daily basis. He has become well-liked by our K-12 clients for his **quick response time** and his **"can do" attitude**. He has established solid working relationships with our clients over the years and has a **reputation for practicality and creativity**. He served as Project Manager/Structural Engineer for our firm on the following related projects within the last three years:

- Consolidated Old Donation Center/Kemps Landing Magnet School Replacement, Virginia Beach, VA
- Kellam High School, Virginia Beach, VA
- Virginia Beach Middle School, Virginia Beach, VA
- Page Middle School, Gloucester, VA
- Simonsdale Elementary School, Portsmouth, VA
- Sussex Elementary School, Sussex County, VA
- Moss-Nuckols Elementary School, Louisa County, VA
- Thomas Jefferson Elementary School, Louisa County, VA
- Quantico Elementary School, MCB, Quantico, VA



***Exhibit 1 - Resumes***

**Kaufman & Canoles, P.C.**

**Please see the following resumes for:**

Vincent Mastracco, Jr. – Partner

Charles McPhillips - Partner

George Consolvo – Partner

Kevin White – Associate

Charles Land – Partner



Vincent J. Mastracco Jr.

Partner

T (757) 624.3213

F (757) 624.3169

[vjmastracco@kaufcan.com](mailto:vjmastracco@kaufcan.com)

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Vince is a partner in the Norfolk office of Kaufman & Canoles. As a business attorney, Vince works with clients as they buy, sell and grow their businesses and enter into new markets. Vince brings 30 years experience as bond counsel, underwriters counsel, issuers counsel and borrowers counsel in tax-exempt financings and has been instrumental in assembling many of the most significant commercial developments and public-private partnerships in Hampton Roads.

practice areas

- Commercial
- Real Estate Strategies

recognition and honors

- Best Lawyers in America; Corporate Law, 1999–2011
- America's Leading Business Lawyers; *Chambers USA*, 2005–2010
- Virginia Super Lawyers; *Law & Politics*, 2006–2010
- Virginia Super Lawyers, Corporate Counsel Edition; *Law & Politics*, 2009
- Virginia's Legal Elite; *Virginia Business Magazine*, 2001–2009
- Fellow; Virginia Law Foundation, 2005
- Phi Delta Phi
- Law Clerk to The Honorable Walter E. Hoffman, Chief Judge, U.S. District Court for the Eastern District of Virginia, 1964–1965

associations

- American Bar Association; Corporate, Banking and Business Law Section
- Virginia Bar Association
- Norfolk-Portsmouth Bar Association
- SunTrust Bank; Board of Directors
- Eastern Virginia Medical School Foundation; Chairman, Finance and Investment Committee
- Greater Norfolk Corporation
- Hampton Roads Partnership
- Virginia Wesleyan College; Chairman, Board of Trustees
- University of Virginia; Board of Visitors,
- Virginia Foundation of Independent Colleges

education

- University of Virginia; B.A., 1961
- University of Richmond; LL.B., 1964
- New York University; LL.M., 1966



**Charles V. McPhillips**  
Partner

T (757) 624.3178  
F (757) 624.3169  
cvmcphillips@kaufcan.com

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Chuck is the Executive Vice President of Practice Management at Kaufman & Canoles. His business law practice includes public-private partnerships; government contractor transactions; international sales and investment transactions; mergers, acquisitions and financings; joint ventures; and corporate/limited liability company law.

**practice areas**

- Commercial
- Government Contracts & Construction
- Mergers, Acquisitions & Strategic Alliances

**representative matters**

- Represented “facilitized” ship repair company in \$80 million consolidation with a “non-facilitized” ship repair company
- Represented national developer in negotiating a comprehensive agreement with the Commonwealth of Virginia for the construction of an \$88 million medium security correctional facility as a public-private partnership
- Represented privately-held corporations in acquisitions by public corporations, private equity funds and strategic purchasers
- Represented purchasers in acquisitions of U.K. and U.S. defense contractors
- Represented developer in the negotiation of a development agreement with locality for a \$40 million office tower and parking garage as a public-private partnership
- Represented private owners in development of an \$18.5 million mega-yacht repair facility and associated marine operations on City-owned property
- Represented two graduates from Section 8(a) program throughout their developmental and transitional stages of growth, culminating in exit sales of \$14.5 million and \$30 million, respectively, to large national government contractors
- Represented contractor in negotiation of \$59.5 million design-build contract with the Virginia Port Authority
- Represented non-profit landowner in negotiation of joint venture agreements for the development of multi-family and office projects based on ground leases from the non-profit land owner
- Represented U.S. distributor in negotiation of exclusive distributorship of an Italian manufacturer’s product line in the United States
- Prepared and coordinated the successful application for the expansion of Foreign Trade Zone No. 20 in Hampton Roads granted to the Virginia Port Authority
- Prepared and negotiated limited liability company (LLC) operating agreements for operating businesses, complex joint ventures, family investment and estate-planning entities, real estate developments, holding companies, consolidated medical practices and international investment vehicles

## recognition and honors

- Bishop's Humanitarian Award; Catholic Charities of Eastern Virginia and the Catholic Diocese of Richmond, 2011
- Fellow; Virginia Law Foundation, 2011
- Best Lawyers In America, 1998–2012
- Virginia's Legal Elite; *Virginia Business Magazine*, 2004–2009, 2011
- Virginia Super Lawyers, Corporate Counsel Edition; *Law & Politics*, 2009
- Virginia Super Lawyers; *Law & Politics*, 2006–2011
- AV® Rated; Martindale-Hubbell
- Order of the Coif; University of Virginia
- Phi Beta Kappa; Hampden-Sydney College
- Omicron Delta Kappa National Leadership Fraternity; Hampden-Sydney College
- James Madison Political Science Award; Hampden-Sydney College

## associations

- Hampden-Sydney College; Board of Trustees
- Diocese of Richmond, Campaign for Catholic Schools Endowment; Chairman
- James Barry-Robinson Home For Boys Trust; Chairman, Board of Trustees
- Saint Patrick Catholic School; Founding Chairman
- TowneBank; Norfolk Board of Directors
- Greater Norfolk Corporation; First Vice President; Chairman, Nominating Committee
- Barry-Robinson Center; Director and Former Chairman, Board of Directors
- McMahon-Parater Foundation; Chairman, Board of Directors
- Norfolk Forum; First Vice President, Board of Directors
- Catholic Charities of Eastern Virginia, Inc.; General Counsel (pro bono)
- Norfolk Commission on Arts and Humanities; Commissioner
- Thomas C. Sorensen Institute for Political Leadership; Chairman, Hampton Roads Regional Advisory Board
- Bishop Sullivan Catholic High School Foundation; Board of Directors
- Hampton Roads Economic Development Alliance; Board of Directors
- Hampden-Sydney College National Alumni Association; Past President, 2005–2007
- Virginia Stage Company; Past President, Board of Trustees, 2003–2005
- World Affairs Council of Hampton Roads; Past Vice President, Board of Directors, 2003–2005
- Downtown Republican Club; Past President, 1999–2003
- Hampden-Sydney College Alumni Association; Past President, Tidewater Club, 1999–2001
- Virginia State Bar; Past Chairman, Board of Governors, International Practice Section, 1996–1997
- Hampton Roads Chamber of Commerce; Past Chairman, International Business Council, 1995–1997
- Virginia Club; Past President, 1996–1997

## education

- Hampden-Sydney College; B.A., *magna cum laude*, 1982
- University of Virginia School of Law; J.D., *Order of the Coif*, 1985

## press and publication

- 53 Kaufman & Canoles Attorneys Named Virginia Business Magazine's Legal Elite 2011
- 40 K&C Attorneys Named "Best Lawyers in America" 2012
- 36 K&C Attorneys Named as Super Lawyers 2011 and 14 Named as Rising Stars 2011
- Charles V. McPhillips Selected as Fellow of the Virginia Law Foundation
- 36 K&C Attorneys Named to Best Lawyers in America 2011
- 31 K&C Attorneys Named as Super Lawyers & 11 Named as Rising Stars 2010
- 39 K&C Attorneys Named *Virginia Business Magazine's* Legal Elite 2009
- U.N. Convention Shakes Up International Sales Law
- 35 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2010
- 30 Attorneys Named Super Lawyers, 12 Named Rising Stars
- 9 Kaufman & Canoles Attorneys Named in Corporate Counsel Edition of Virginia Super Lawyers 2009

## press and publication (cont.)

- 36 Kaufman & Canoles Attorneys Named *Virginia Business Magazine's* Legal Elite 2008
- 36 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2009
- 28 Kaufman & Canoles Attorneys Named as Super Lawyers & 8 Named as Virginia Rising Stars 2008
- Kaufman & Canoles Elects Executive Committee
- 34 Kaufman & Canoles Attorneys Named Best Lawyers in America 2008
- 30 Kaufman & Canoles Attorneys Named in Virginia Super Lawyers 2007
- 34 Kaufman & Canoles Attorneys Named to Best Lawyers in America 2007
- 28 Kaufman & Canoles Attorneys Names in Virginia Super Lawyers 2006
- 32 Kaufman & Canoles Attorneys Named to Best Lawyers in America
- 27 Kaufman & Canoles Attorneys Named to *Virginia Business Magazine's* Legal Elite
- 31 Kaufman & Canoles Attorneys Named to *Virginia Business Magazine's* Legal Elite
- 30 Kaufman & Canoles Attorneys Selected as Best Lawyers in America
- Speaker, "Well-Tailored Alternative Dispute Resolution", Virginia Bar Association Mid-Year Winter meeting and Virginia State Bar Annual Meeting, 2009
- Author and Speaker, "Trial Issues Following the Acquisition of the Insolvent Business," Virginia Continuing Legal Education presentation, 2008
- Author, "Buying and Selling Overseas: Dealing with Contracts in a Foreign World," Business Law Today, published by the American Bar Association, Jan./Feb. 2004
- Contributing Author, Virginia Lawyers Practice Handbook, Limited Liability Companies in Virginia, Virginia Continuing Legal Education, 2000 and 2008
- Contributing Author, Virginia Lawyers Practice Handbook, Contract Law in Virginia, Virginia Continuing Legal Education, 2000 and 2008
- Editor and Author, "An International Investor's Legal Guide to Business in Virginia," Kaufman & Canoles, 2002, 2004, 2009
- Author and Speaker, "Contract Law in Virginia," Virginia Continuing Legal Education presentation, 2001
- Editor, Directory of Foreign Attorneys, published by the International Practice Section of the Virginia State Bar, 3rd edition, 1999
- Author and Speaker, "Structuring the Capital Investment in a Closely Held Business," Virginia Continuing Legal Education presentation, 1996
- Author and Speaker, "Assembling International Joint Ventures," Virginia Continuing Legal Education presentation, 1996
- Author and Speaker, "Assembling and Disassembling International Sales Contracts," Virginia Conference on World Trade presentation, 1995
- Author and Speaker, "Legal Implications Governing Foreign Investments in a U.S. Trade or Business," Virginia Continuing Legal Education presentation, 1995
- Author, "Applying U.S. Employment Laws Abroad," Virginia Lawyer, July 1994



George L. Consolvo

Partner

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[glconsolvo@kaufcan.com](mailto:glconsolvo@kaufcan.com)

George is nationally recognized for his tax-exempt finance law practice. With more than three decades of experience in this specialty, George has represented the Commonwealth of Virginia as well as most of the local governments, educational institutions, health care providers, and non-profit organizations in Eastern Virginia in bond financing transactions. George plays a critical role in these complex and highly regulated transactions by assisting his clients in obtaining the necessary funding to implement capital improvement plans or refinancing objectives.

#### practice areas

- Corporate & Public Finance
- Commercial

#### recognition and honors

- Best Lawyers in America; Corporate Law and Public Finance Law, 2002–2011
- Virginia Super Lawyers; *Law & Politics*, 2006–2010
- Virginia Super Lawyers, Corporate Counsel Edition; *Law & Politics*, 2009
- Omicron Delta Kappa
- McNeill Law Society; University of Richmond
- Executive Editor; *University of Richmond Law Review*, 1973–1974
- Recipient of Charles Norman Law Medal - Outstanding Student in Law; University of Richmond, 1974

#### associations

- National Association of Bond Lawyers
- American Bar Association; Corporation, Banking and Business Law Section; Urban State and Local Government Law Section
- Virginia Bar Association
- Norfolk-Portsmouth Bar Association
- Old Dominion University Educational Foundation; Board of Trustees
- Old Dominion University Real Estate Foundation; Board of Trustees
- St. Mary's Home for Disabled Children; Board of Trustees
- The Maury Foundation; Board of Directors

#### education

- Old Dominion University; B.A., 1967
- University of Richmond School of Law; J.D., 1974



**Kevin A. White**

Associate  
T (804) 771.5770  
F (804) 771.5777  
kawhite@kaufcan.com

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Kevin is an associate in the firm’s Corporate and Public Finance Group. His practice includes serving as bond counsel and underwriter’s counsel in connection with tax-exempt and taxable financings for Virginia localities and conduit financings for 501(c)(3) organizations such as educational institutions, hospitals and retirement communities. He also serves as bank counsel in connection with the issuance of liquidity facilities and letters of credit securing variable rate bonds. In addition to his finance practice, he maintains a general business law practice in which he assists clients with starting, buying and selling businesses, and provides general corporate representation and advice regarding the management of contractual and regulatory risks.

**practice areas**

Corporate & Public Finance  
Commercial

**representative matters**

- Served as bond counsel to Virginia localities in connection with general obligation, revenue and “subject to appropriation” bond issuances to finance water and sewer projects, public schools, local government buildings and public infrastructure
- Represented continuing care retirement community and served as bond counsel in \$20 million private placement of tax-exempt bonds
- Served as bond counsel in \$200 million refinancing and \$300 million new issue of bonds issued by a major regional hospital system
- Represented statewide-focused Industrial Development Authority in establishment of loan programs and issuances of bonds to fund loans to Virginia localities
- Represented lender in \$500 million credit facility for international private equity fund

**recognition and honors**

- Adjunct Professor of Business Law; Randolph-Macon College
- Lead Articles Editor; *Washington and Lee Law Review*
- Phi Beta Kappa
- Omicron Delta Kappa
- Wade C. Temple Award in Economics/Business
- Porter Hardy, Jr. Award in Political Science and Public Service
- Volunteer of the Year; Greater Richmond Bar Association, 2010

**associations**

Virginia State Bar  
American Bar Association  
Richmond Bar Association  
Virginia Bar Association  
National Association of Bond Lawyers  
Gateway Homes, Inc.; Board of Directors

**education**

Randolph-Macon College; B.A., *magna cum laude*, 1999  
Virginia Commonwealth University; Certificate of Public Management, 2001  
Washington & Lee University School of Law; J.D., *cum laude*, 2004



Charles E. Land

Partner

T (757) 624.3131

F (757) 624.3169

celand@kaufcan.com

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Chip is a partner in the firm's Norfolk office and is the Co-Chair of the Real Estate Strategies Group. His practice focuses on helping clients develop, buy and sell property for residential, commercial or industrial use. He has represented landlords and tenants in commercial and retail leases, as well as developers in the planning of condominium units.

**practice areas**

- Real Estate Strategies

**representative matters**

- Represented the developer of several vertical mixed-use urban projects
- Represented retail developer in the acquisition, development, financing and leasing of multiple projects
- Represents the developer of public/private horizontal mixed-use brownfields project
- Represented developers of condominium and master planned communities – from single phase conversion projects to multiple phase new construction
- Represents owners in financing of office, multi-family, retail and industrial projects

**recognition and honors**

- Virginia's Legal Elite; *Virginia Business Magazine*, 2008-2009
- AV® Rated; Martindale-Hubbell

**associations**

- Virginia Bar Association
- Virginia State Bar; Board of Governors of the Real Property Section, Chair, 1997–1998
- Norfolk-Portsmouth Bar Association
- South Hampton Roads Habitat for Humanity, Inc.; Past President, Former Director
- International Counsel of Shopping Centers
- Hampton Roads Association of Commercial Real Estate
- Urban Land Institute

**education**

- University of Virginia, B.A., *with distinction*, 1975
- University of Virginia School of Law, J.D., 1978

## THE FIRM

Tracing its origins to 1919, Kaufman & Canoles has developed its business law practice over the years to become the largest law firm headquartered in southeastern Virginia. With offices in Norfolk, Virginia Beach, Newport News, Chesapeake, Hampton, Richmond and Williamsburg, the firm serves international, national and regional clients needing assistance in a broad range of legal specialties. Areas of concentration include commercial and banking law; business investments; acquisitions and joint ventures; real estate transfers, leaseings, and financings; corporate and partnership taxation; estate planning; intellectual property; computer law; securities; antitrust; immigration; labor and employment; employee benefits; regulatory compliance; environmental law; public finance; health care law; mediation and arbitration, and litigation.

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## areas of practice

Kaufman & Canoles is a full service firm comprised of more than 120 attorneys employing over 50 legal assistants and over 125 administrative and clerical personnel. The firm is organized according to areas of concentration; a strong working relationship exists allowing for full coordination of client matters within the firm. In many cases, the firm assembles client teams consisting of representatives from multiple practice areas to ensure the integration of all areas of expertise in the overall planning for larger clients. The five primary areas of practice include:

- Corporate and Banking,
- Litigation (including Bankruptcy and Creditors' Rights),
- Labor and Employment,
- Real Estate Finance, and
- Tax and Estates.

## corporate and banking

The commercial section is the largest department in the firm and handles a variety of matters in connection with the representation of international, national, regional, and local clients. Acting as business consultants, the commercial section lawyers advise clients regarding all manner of corporate and commercial matters and are often sought to negotiate transactions and solve business problems. Kaufman & Canoles attorneys routinely handle matters requiring expertise in areas such as securities, syndications, finance, mergers, acquisitions, distribution and licensing arrangements, antitrust, health care, bankruptcy, and intellectual property law. The firm's banking practice encompasses the representation of some of the region's largest banks, as well as smaller local financial institutions and regulatory

agencies. Kaufman & Canoles' attorneys have considerable experience in the banking industry, and their representation includes formations, acquisitions and mergers of all types of financial institutions and branch banking issues as well as commercial and real estate loan transactions. The banking practice also involves complex financing and refinancing transactions and regulatory compliance issues such as electronic banking and consumer credit.

### litigation

The firm's litigation practice encompasses a wide variety of trial and appellate matters in federal and state courts and before administrative bodies. The practice consists primarily of representation of commercial clients in various areas of the law, including antitrust, banking, bankruptcy, environmental, securities, labor and EEOC, construction, government contracts, products liability, medical malpractice and hospital law, real estate, intellectual property and trade secrets, immigration, insurance defense and admiralty.

### labor and employment

The labor and employment section has achieved an innovative, leadership role in the southeastern Virginia market and beyond. The firm represents management in a full range of employment and traditional labor issues such as class actions and multiple plaintiff cases involving discrimination, as well as discharge and wage and hour litigation in federal and state courts and before federal and state government agencies. The firm has also developed a significant employer counseling practice which features daily advice to employers and frequent drafting of employment manuals, handbooks and practical policies for managing the workplace. We have also long represented management in union avoidance and unfair labor practice matters. Business owners and personnel professionals from throughout the region attend the firm's annual seminar on recent developments in the employment law field.

### tax

The tax section's practice centers on corporate, partnership and individual tax planning. Particular areas of expertise include corporate organizations, reorganizations, redemptions and liquidations; limited and general partnership formations; ERISA and other deferred compensation planning; estate planning and administration; industrial development bond financing; international taxation and partnership syndications, including real estate and equipment leasing. Clients in the tax area include foreign individuals and entities, as well as U.S. taxpayers.

### real estate finance

The real estate finance section is engaged in a broad commercial practice offering a full range of services to industrial/commercial developers. The section handles purchases, sales, financing, zoning and leasing arrangements often associated with mergers, acquisitions and new development. In addition, the real estate practice includes debt and equity financing,

syndications, residential/condominium sales and environmental due diligence and regulatory matters. Clients represented by this section consist of corporations, partnerships, joint ventures, developers, individual buyers and sellers and lending institutions. Kaufman & Canoles is approved by all principal title insurance companies in the state of Virginia and most national companies.

The real estate finance section also specializes in a variety of municipal financing techniques such as housing bonds and hospital bonds. Kaufman & Canoles attorneys have considerable expertise in coordinating methods of financing industrial, commercial and retail projects.

#### **our promise**

We pride ourselves on being different from other firms; more visionary, more nimble, more responsive. We promise no one will work harder for you. So, who's going to take you to the next level? We can. And we will.



***Exhibit 1 - Resumes***

**Kaufman & Canoles Consulting**

**Please see the following resumes for:**

Doug Smith – President



## Douglas L. Smith

President & CEO  
150 West Main Street  
Norfolk, VA 23510  
T (757) 624-3114  
F (757) 624-3169



Powering your growth with leadership.

President & CEO 150 West Main Street Norfolk, VA 23510 T (757) 624-3114 F (757) 624-3169

Doug is the President and CEO of Kaufman & Canoles Consulting. He is a former banker City Councilman and Deputy City Manager, who has served in a number of regional leadership positions. The facilitation and coordination skills Doug has developed in both the public and private sectors make him uniquely qualified to help guide clients through the difficult projects and planning activities particularly when public and private interests are involved.

### practice areas

- Public Private Development Strategies
- Infrastructure Development Strategies
- Innovation Strategies

### representative projects

- Old Dominion University: Tri-Cities Center / Virginia Modeling Analysis & Simulation Center
- Hampton Roads Partnership: Comprehensive Economic Development Strategy
- Hampton Roads Transit: Southside Facility – Operations and Admin Facility
- Commonwealth Railway: Mainline Safety Relocation project
- CenterPoint Properties: Virginia Strategy
- City of Manassas: Manassas Landing
- City of Staunton: Western State Hospital property
- Virginia Chamber of Commerce: Vision, Values and Mission

### associations past and current

- Portsmouth City Council
- Hampton Roads Transportation Planning Organization
- Hampton Roads Planning District Commission
- Urban Land Institute -Hampton Roads District Council
- Tidewater Community College Education Foundation
- City of Portsmouth, VA
  - Deputy City Manager
  - Economic Development Director
- First Union National Bank
  - North Carolina
  - Georgia
  - Virginia
- Portsmouth Port & Industrial Commission
- Portsmouth Schools Foundation
- CHKD Corporate Advisory Board
- Portsmouth Industrial Development Authority
- Portsmouth Community Foundation

### education

- University of Virginia, B.A. 1985
- CIVIC Leadership Institute, Class of 2001

## *Firm Overview*

KCC is a full-service economic development consulting firm with offices in Norfolk, Richmond and Reston. KCC specializes in public-private development services, economic development strategies, innovation, infrastructure and planning strategies and maritime logistics, primarily within the mid-Atlantic.

KCC is fully able to counsel municipalities, and housing authorities on a wide range of development needs ranging from developing strategic plans for economic development to coordinating specific development projects. We are particularly well prepared to assist with revitalization efforts. Kaufman & Canoles Consulting offers unique services in the complex realm of public/private development. Public Private Partnerships are the true engines of economic development today. Our consultants understand the complex nature of these projects. We can help a municipality prepare to accept and evaluate proposals. Building upon the key relationships our consultants have developed, we can coordinate or merely facilitate private sector proposals.

KCC believes government is a catalyst for redevelopment. Our vision for successful redevelopment includes partnerships among public, private and non-profit sectors.

KCC is an ancillary business of Kaufman & Canoles, P.C., Attorneys and Counselors At Law (K&C).

### *Firm Expertise*

Kaufman & Canoles Consulting specializes in:

- Public/Private Development Counseling
- Economic Development
- Innovation Strategies
- Infrastructure and Planning
- Financing Strategies
- Maritime & Logistics Economic Development
- New Market Tax Credits



## ***KKC Projects***

### **CenterPoint**

We supported and coordinated the efforts of this Chicago based firm as they entered the Virginia market through a major investment in Suffolk.

### **City of Manassas**

KCC completed the developer selection process on a 60+ acre property that produced three national firms for the City to interview. A development agreement with Lerner was executed.

### **City of Staunton**

Kaufman & Canoles Consulting executed strategies associated with governmental relations, real estate repositioning & acquisition. KCC was also in a support role with development candidates recruited through the coordination and implementation of the developer selection process. Importantly, KCC facilitated the negotiation process for several key parcels owned by public and private entities.

### **Commonwealth Railway**

We supported and coordinated the submission of a proposal to the Virginia Port Authority for the Mainline Safety Relocation Project in Portsmouth, Chesapeake and Suffolk.

### **Hampton Roads Partnership**

Kaufman & Canoles Consulting supported The Hampton Roads Partnership (HRP) in developing a regional Comprehensive Economic Development Strategy (CEDS). Using the requirements of section 302 of the Public Works and Economic Development Act of 1965, KCC assisted HRP in setting the framework for identifying and resolving regional economic development issues for years to come.

### **Old Dominion University**

KCC completed a process for ODU involving both site selection and developer selection for an academic campus to focus on modeling and simulation education activities and a new home facility for the Virginia Modeling Analysis and Simulation Center (VMASC).

### **Regent University**

KCC interacted with local governments and facilitated a developer review selection process to assist the client in the selection of a development partner for a 500 acre tract of land that borders Chesapeake, Virginia Beach and Interstate 64. We also facilitated the location of a new corporate headquarters operation center which represents a capital investment over \$50,000,000 and 1,000 employees on site.



## Exhibit 1 - Resumes

### Raymond James

Please see the following resumes for:

James Johnson – Managing Director

Ronald Tillett – Managing Director

Dianne Klaiss – First Vice President

Casy O’Brien – Managing Director

Ben Laponite – First Vice President

Ben Landers – Managing Director



**Exhibit 1 - Resumes**

**James R. Johnson, Managing Director** -- Jim Johnson joined Raymond James in April 2012 following the firm’s acquisition of Morgan Keegan. Since 2000, Mr. Johnson has served as the Manager of the Mid-Atlantic Public Finance franchise and has principal oversight of all the firm’s engagements within the Commonwealth of Virginia and the Mid-Atlantic region. A 23-year veteran of the public finance industry, Mr. Johnson’s experience includes assisting numerous Virginia issuers on financing programs including direct experience with the City of Norfolk on the City’s Series 2011A BAN and the Series 2010 A, B&C Bonds and Notes. Other recent underwriting clients include the City of Chesapeake, City of Hampton, Henrico County, Hanover County, Roanoke County, the City of Portsmouth and the City of Richmond where Mr. Johnson led the financing efforts in the acquisition and financing of new administrative complexes for the locality. Mr. Johnson received a B.S. degree in Accounting from the Virginia Polytechnic Institute and State University. Prior to July 2000, Mr. Johnson spent the previous 12 years as a Managing Director at Wheat First Butcher Singer/First Union Securities, Inc.

**Ronald L. Tillett, Managing Director** -- Ron Tillett joined Raymond James in April 2012 following the firm’s acquisition of Morgan Keegan. Since 2001, Mr. Tillett, a managing director in the firm’s Investment Banking division, focuses on the asset management and underwriting needs of public clients throughout Virginia and the United States. Mr. Tillett has extensive experience in all phases of governmental debt issuance, management, and the investment practices and policies of public clients. He works with state and local government clients throughout the United States and manages equity and fixed-income accounts in 23 states. Mr. Tillett has worked with numerous clients in submitting PPEA and PPTA proposals.

Prior to joining the Firm in 2001, Mr. Tillett served with four Virginia Governors and the Virginia General Assembly over a twenty-four year public service career. He served as Secretary of Finance in the cabinet of two Virginia Governors and served as State Treasurer with two other Virginia Governors. Prior to joining the executive branch of government in 1987, Mr. Tillett spent ten years with the Virginia General Assembly’s House Appropriations Committee and the Joint Legislative Audit and Review Commission.

Mr. Tillett serves as the Chairman of the Board of Trustees for the City of Richmond, Virginia, Retirement System and is Vice-Chairman of its Investment Advisory Committee. In addition, Mr. Tillett serves as Chairman of the Investment Advisory Committee of the Virginia College Savings Program and is a member of the Christopher Newport University Board of Visitors. Mr. Tillett is a member of the Board of Directors of Union First Market Bankshares Corporation and is Chairman of the Compensation Committee. Mr. Tillett was recently appointed by Governor Bob McDonnell to the Governor’s Commission on Government Reform and Restructuring of State Government and the Commonwealth’s Debt Capacity Advisory Committee. He also serves on the Route 460 Funding Corporation Board of Directors (“63-20” PPTA Funding Corporation).

Mr. Tillett received a Bachelor of Science in Urban and Regional Planning from Virginia Commonwealth University and holds the FINRA Series 7 – General Securities Representative Professional License, the FINRA Series 79 – Investment Banking Representative License, and has successfully completed the NASAA Series 63 – Uniform Securities Agent State Law Examination. In addition, he is a certified Bank Director through the International Bank Director Certification Program.



**Exhibit 1 - Resumes**

**Dianne Klaiss, First Vice President** -- Dianne Klaiss joined Raymond James in April 2012 following the firm’s acquisition of Morgan Keegan. Since 2000, Ms. Klaiss has provided banking services on over \$5 billion of Virginia transactions. Her experience includes structuring the financings on behalf of Virginia general governmental and utility issuers as well as a number of state level issuers. Ms. Klaiss is Vice President and founding board member of the Women in Public Finance – Virginia Chapter. Prior to joining Morgan Keegan, Ms. Klaiss spent three years in public finance at Ferris, Baker Watts, Inc. and two years with the regional accounting firm of Kreisler, Miller & Co. Ms. Klaiss attended Bloomsburg University and holds the Series 7 General Securities Representative Professional License, Series 79 Investment Banking Representative License and the Series 63 - Uniform Securities Agent State Law License.

**Casey M. O’Brien, Managing Director** – Mr. O’Brien joined Raymond James in April 2012 following the firm’s acquisition of Morgan Keegan. Mr. O'Brien is responsible for overseeing and managing the Municipal Underwriting Department at Raymond James. As the head underwriter, he brings over 17 years of municipal bond experience to our efforts to serve our diverse clientele. Since joining the firm in February 2007, Mr. O'Brien has provided underwriting oversight on every fixed rate Virginia issue sold by our Firm. Prior to his move to the firm, Mr. O'Brien was with the Royal Bank of Canada. Mr. O'Brien is a member of Chicago, Minneapolis and Denver Bond Clubs. Mr. O'Brien graduated from the University of Minnesota with a B.S. degree in Economics.

**Ben LaPointe, First Vice President** -- Mr. LaPointe is responsible for the underwriting of Virginia municipal bonds and for the secondary market trading of Virginia municipal bonds. He brings ten years of experience in the fixed income arena and has extensive experience with marketing Virginia bonds in both the primary and secondary markets. Mr. LaPointe served as the lead underwriter on recent transactions for the City of Suffolk, City of Poquoson, City of Chesapeake, City of Hampton, City of Colonial Heights and the City of Fairfax. Prior to joining Morgan Keegan, Mr. Lapointe was an analyst on the Fixed Income Desk at First Union Securities. Mr. LaPointe graduated from Randolph-Macon College in Ashland, Virginia with a B.A. degree in Business/Economics.

**Ben Landers, Managing Director** -- Mr. Landers is a Managing Director and head of the Raymond James’ Taxable Municipal Trading and Underwriting Department. He has over 24 years of experience in underwriting and secondary trading in regional and general market municipal bonds. He is responsible for the underwriting and marketing of all types of taxable municipal bonds, including Taxable Qualified School Construction Bonds, and is one of the primary reasons behind Raymond James’ strong taxable underwriting rankings. Mr. Landers has a B.S. degree from Mississippi State University and an M.B.A. from the University of Arkansas.



***Exhibit 2 – VA Business Licenses***

**Design Team**

**Please see the following VA Business Licenses for:**

S.B. Ballard Construction Company

RRMM Architects

Waller, Todd & Sadler Architects

Livas Group Architects

Kimley-Horn and Associates, Inc.

Thompson Consulting Engineers

Speight, Marshall & Francis, P.C.

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON  
07-31-2014

9960 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8500

NUMBER  
2705012287

BOARD FOR CONTRACTORS  
CLASS A CONTRACTOR  
\*CLASSIFICATIONS\* BLD H/H

S B BALLARD CONSTRUCTION COMPANY  
2828 SHIPPS CORNER ROAD  
VIRGINIA BEACH, VA 23453



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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COMMONWEALTH OF VIRGINIA  
BOARD FOR CONTRACTORS  
CLASS A CONTRACTOR  
\*CLASSIFICATIONS\* BLD H/H  
NUMBER: 2705012287 EXPIRES: 07-31-2014

S B BALLARD CONSTRUCTION COMPANY  
2828 SHIPPS CORNER ROAD  
VIRGINIA BEACH, VA 23453



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COMMONWEALTH OF VIRGINIA

EXPIRES ON  
12-31-2013

9960 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8500

NUMBER  
0405000563

BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS  
AND LANDSCAPE ARCHITECTS  
PROFESSIONAL CORPORATION REGISTRATION

PROFESSIONS: ARC

RRMM ARCHITECTS PC  
1317 EXECUTIVE BLVD #200  
CHESAPEAKE, VA 23320



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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COMMONWEALTH OF VIRGINIA

BOARD FOR AP/ELSC/DLA  
PROFESSIONAL CORPORATION REGISTRATION  
NUMBER: 0405000563 EXPIRES: 12-31-2013  
PROFESSIONS: ARC  
RRMM ARCHITECTS PC  
1317 EXECUTIVE BLVD #200  
CHESAPEAKE, VA 23320



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COMMONWEALTH OF VIRGINIA**

**EXPIRES ON**

**12-31-2013**

9960 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8500

**NUMBER**

**0407002934**

**BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS  
AND LANDSCAPE ARCHITECTS  
BUSINESS ENTITY REGISTRATION**

**PROFESSIONS: ARC, CID**

**WALLER, TODD AND SADLER, ARCHITECTS, INC.  
1909 CYPRESS AVENUE  
VIRGINIA BEACH, VA 23451**



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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**COMMONWEALTH OF VIRGINIA**

**BOARD FOR APPLSCIDLA  
BUSINESS ENTITY REGISTRATION  
NUMBER: 0407002934 EXPIRES: 12-31-2013  
PROFESSIONS: ARC, CID  
WALLER, TODD AND SADLER, ARCHITECTS, INC.  
1909 CYPRESS AVENUE  
VIRGINIA BEACH, VA 23451**



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2013

PHILIP J. KELLAM  
COMMISSIONER OF THE REVENUE  
CITY OF VIRGINIA BEACH  
CERTIFICATE OF BUSINESS LICENSE

2013



NAME AND ADDRESS	CERTIFICATE NUMBER	LOCATION OF BUSINESS		
KIMLEY HORN AND ASSOCIATES INC KIMLEY HORN AND ASSOCIATES INC P O BOX 33068 RALEIGH NC 276360368	2013-210555-R	4500 MAIN STREET #500		
	PLEASE REFER TO THIS NUMBER IN ALL CORRESPONDENCE	VIRGINIA BEACH VA		
	BUSINESS ORIGINATION DATE	23462 DATE ISSUED		
	04/28/2005	MONTH 02	DAY 08	YEAR 2013

CERTIFICATE EXPIRES: December 31, 2013

THIS CERTIFICATE MUST BE AVAILABLE FOR INSPECTION AND IS NONTRANSFERABLE

DEPARTMENT OF PROFESSIONAL AND OCCUPATIONAL REGULATION  
COMMONWEALTH OF VIRGINIA

EXPIRES ON

06-30-2014

9960 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8500

NUMBER

0402023349

BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS  
AND LANDSCAPE ARCHITECTS  
PROFESSIONAL ENGINEER LICENSE

KEVIN DALE ALLEN  
THOMPSON CONSULTING ENGINEERS  
22 ENTERPRISE PKWY  
STE 200  
HAMPTON, VA 23666



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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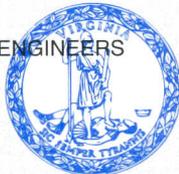
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COMMONWEALTH OF VIRGINIA

BOARD FOR APELSCIDLA  
PROFESSIONAL ENGINEER LICENSE  
NUMBER: 0402023349 EXPIRES: 06-30-2014

KEVIN DALE ALLEN  
THOMPSON CONSULTING ENGINEERS  
22 ENTERPRISE PKWY  
STE 200  
HAMPTON, VA 23666



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COMMONWEALTH OF VIRGINIA

EXPIRES ON

12-31-2013

9960 Mayland Dr., Suite 400, Richmond, VA 23233  
Telephone: (804) 367-8500

NUMBER

0405001136

BOARD FOR ARCHITECTS, PROFESSIONAL ENGINEERS, LAND SURVEYORS, CERTIFIED INTERIOR DESIGNERS  
AND LANDSCAPE ARCHITECTS  
PROFESSIONAL CORPORATION REGISTRATION

PROFESSIONS: ENG

SPEIGHT, MARSHALL & FRANCIS PC  
2125 MCCOMAS WAY  
SUITE 103  
VIRGINIA BEACH, VA 23456



*Gordon N. Dixon*  
Gordon N. Dixon, Director

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COMMONWEALTH OF VIRGINIA

BOARD FOR APESCIDLA  
PROFESSIONAL CORPORATION REGISTRATION  
NUMBER: 0405001136 EXPIRES: 12-31-2013  
PROFESSIONS: ENG  
SPEIGHT, MARSHALL & FRANCIS PC  
2125 MCCOMAS WAY  
SUITE 103  
VIRGINIA BEACH, VA 23456



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9960 Mayland Dr., Suite 400, Richmond, VA 23233

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DEC 26 2011

SPEIGHT, MARSHALL & FRANCIS, P.C.

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***Exhibit 3 - Bonding***

***\* See Tab Exhibit 3 – Bonding Letter for this Proprietary/Confidential Information in Volume 2 .***

